

WWL's vision for the next decade

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Foreword

Wrightington, Wigan and Leigh Teaching Hospitals NHS Foundation Trust (WWL) is a unique and special place – and we regard it as a privilege to hold positions of leadership for such an important organisation in the Wigan Borough. The work surrounding the launch of our refreshed WWL Strategy brings with it a mixture of quiet reflection on achievements in recent history and ambitious thinking about how we can shape the future.

Those sentiments have been amplified by the humbling experience of working with more than 6,000 exceptional colleagues during the unprecedented experiences of the last 12 months. The response mounted by our ‘WWL Family’ to the COVID-19 pandemic has been nothing short of heroic. In the most difficult circumstances, we have witnessed incredible commitment and selflessness for which we’re ever thankful; both in providing the very best possible care for our patients and in supporting one another. We know from the many messages of support from people in the Wigan Borough that our patients and their families are grateful for your efforts too.

COVID-19 will have a profound impact on the country for years to come. Within this challenging context we believe that there is much to look forward to. Our new Strategy 2030 describes how we will not only recover, but flourish over the next decade. An aspirational strategy is nothing without the right people and partners to deliver it – and the very traits witnessed in recent months provides us with ultimate confidence and optimism that, together, we will make Our Strategy 2030 as exciting in reality as it is described within this document.

Realism and transparency are important companions for optimism. There are some real challenges facing WWL and the wider NHS including workforce shortages, waiting list pressures and the financial position which reflects the wider economic context. Experience has demonstrated that we are stronger together; and that we will collectively rise to the challenges that we face.

Our Strategy 2030 was developed through a thorough engagement process with patients; our WWL Family; and local partner organisations – reflecting a shared vision for our future. Our Strategy 2030 will provide the touchpoint for the development of our annual corporate objectives for the decade ahead, to show a clear line of sight between our actions and the ambitions articulated here. Our Strategy 2030 is a document for us all to own and be proud of allowing our patients and our people to support the development of refreshed objectives each year.

Our Strategy 2030 describes a place where everyone should be proud to come to work; it is somewhere reliable for people when they or their loved ones need one of our services; and it is a successful organisation, always striving to be even better. Overall, it describes our overarching ambition, to be a provider of excellent health and care services for our patients and the local community.

Together, we can achieve this exciting vision of the future – and it will remain our privilege to work with you to deliver it.



Silas Nicholls
Chief Executive



Robert Armstrong
Chairman

Introduction

Wrightington, Wigan and Leigh Teaching Hospitals NHS Foundation Trust (WWL) is a high-performing Trust, proud of our people, and our partnership role in the Wigan Borough. We provide a wide range of patient centred, high quality health and care services; from community services embedded within local areas, to acute care including world-class specialist services. Our achievements are a result of the commitment and hard work of our exceptional WWL family, and our collective passion to provide the very best care and experience for our patients and residents.

We have a strong foundation to build on for the next decade, continuing to be guided by 'our four Ps' – Patients, People, Performance and Partnerships.

Many of WWL's achievements since our last strategy was launched in 2014 are key enablers for the refreshed vision of the future that we present here in Our Strategy 2030. Amongst these accomplishments is the integration of acute and community services in the Wigan Borough, welcoming more than 1000 community staff to our WWL family. We've also invested in estate developments across all our sites, including:

- Cutting edge theatres at Wrightington Hospital to host world leading orthopaedic services.
- A new diagnostic and treatment centre at Leigh Infirmary.
- A Community Assessment Unit at Royal Albert Edward Infirmary, enabling a new and innovative model of care, supported by technological progress including an electronic health records system.

Whilst we have gone from strength-to-strength in recent years, the start of the 2020s has brought the greatest challenges the NHS has ever faced. The COVID-19 pandemic saw our colleagues go beyond the call of duty to continue to provide excellent healthcare services to our patients and the community.

The toughest times can bring out the best qualities in people. We are incredibly proud of how everyone at WWL has responded to this unprecedented set of circumstances. As we start to emerge from the first 12 months of COVID-19, the tireless determination of the WWL family is what gives us great confidence about what can be achieved in the years ahead.

Our key priorities in the first year of the strategy will reflect the need to prioritise recovery from the impact of the pandemic through:

- Supporting our WWL family, who have given so much during the pandemic, to recover and recuperate; and
- Working with our partners to reduce the number of patients awaiting procedures or appointments.

We recognise that Our Strategy 2030 and vision cannot be achieved in isolation. We need to work together with our partner organisations for the best patient outcomes, delivering care that better meets the needs of our people. To create Our Strategy 2030 we engaged comprehensively with a broad range of colleagues from within WWL, patients and partner organisations to ensure a shared vision for the forthcoming decade.



Our key ambitions reflect the outline aims of the NHS Long Term Plan, published in January 2019. The Plan sets out the future journey of our national health services over the next decade to ensure the NHS is fit for the future, with a strong focus on care being delivered closer to home through greater integration of primary, community and hospital care.

Recent events have accelerated some elements described in the Plan, such as evolution of the outpatient model of care towards digital consultations. This is a helpful reminder that Our Strategy 2030 will remain a dynamic document.

In the pages ahead, we will guide you through the context that WWL operates in at the time of publication – from a local to a national view, highlighting the challenges we will need to respond to and the opportunities we want to explore; the engagement and development process we've followed to create Our Strategy 2030; the strategic framework which supports the delivery of our vision; and our key ambitions for the next decade. Our key ambitions will not only build on our successes but will also involve developing new and innovative approaches to the care we provide, ensuring our sustainability.

Our Strategy 2030 sets out our vision for the next decade. Our fundamental aim is to measurably improve against the 4Ps and we will describe how we will do this through Improve; Integrate and Innovate.



Improving



Integrating



Innovating

Our Story

WWL is a medium-sized acute and community foundation trust in the North West of England, within the Greater Manchester footprint.

On 1 April 2020 we became Wrightington, Wigan and Leigh Teaching Hospitals NHS Foundation Trust which proudly reflects our commitment to education and training; this is the first step towards our aim of achieving university teaching hospital status.

We provide healthcare to a local population of 326,000 and provide specialist services to a much wider regional, national and international catchment area.

Our community services are provided from a range of locations throughout the borough, including residents' homes, and our acute clinical services are based across five main sites: Wrightington Hospital, Royal Albert Edward Infirmary, Leigh Infirmary, Thomas Linacre Centre and Boston House:

- Wrightington Hospital opened in 1933 as a tuberculosis facility and post-war, was developed into an internationally renowned specialist orthopaedic hospital famous for the work of Professor Sir John Charnley who performed the first total hip replacement in 1962. It now hosts a state-of-the-art theatre complex with scope for further development; and will be the Trust's hub for future Research and Education developments.
- Royal Albert Edward Infirmary (RAEI) is our main district general hospital site, located in central Wigan. This is where our Accident and Emergency department is, as well as most of our inpatient services. There has been a hospital on this site since 1873 and it was named after the then Prince of Wales who officially opened it in 1875.
- Leigh Infirmary hosts elective diagnostic and rehabilitation services. The Hanover Diagnostic and Treatment Centre was opened on the site in 2014 by our MP. We are currently developing a Reablement Unit at Leigh which is due to open in 2021/22.

This will provide a 24-bed intermediate care inpatient facility with dedicated rehabilitation/reablement input to support patients to reach their potential following a period of illness/injury.

- The Thomas Linacre Centre was formerly a grammar school in Wigan town centre and converted in 2002 by WWL for use as an outpatient clinic. It hosts 96 consultant-led clinics every week, with more than 100,000 patient visits per annum.
- Boston House is located close to Wigan town centre. It is the base for ophthalmology services and several community services, including physiotherapy.

Our recent achievements include:

- Winners of the 2019 Nursing Times award for Patient Safety Improvement.
- Finalist in the People & Organisational Development Initiative of the Year category of the Health Services Journal Value Awards 2020.
- Armed Forces Covenant Employer Recognition Scheme Silver Award.
- Creation of an Integrated Discharge Team (IDT) to start discharge planning on admission to hospital to improve communication with both patients and relatives and give patients a better experience at WWL.

- Rapid development of the Bryn Ward at the Royal Albert Edward Infirmary to provide additional capacity during the COVID-19 pandemic outbreak, which took just 41 days to design, build and commission.
- Refresh of theatres in 2020/21 at the RAEI site to improve post-pandemic elective capacity.
- Upgrades to our accident and emergency department – alongside development of same-day emergency care facilities at the Royal Albert Edward Infirmary to improve patient flows and reduce unnecessary admissions.
- Implementation of day case hip surgery, seeing Wrightington Hospital again leading the latest innovation in orthopaedic surgery; and ambulatory orthopaedic lists.
- A new purpose-built Community Assessment Unit which provides a rapid diagnosis pathway for patients as an alternative to being admitted onto a hospital ward. This is complemented by enhanced discharge support to facilitate patients in returning to their usual place of residence with reduced likelihood of readmission.



WWL in Figures

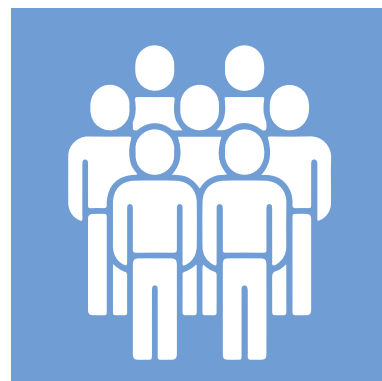


In 2019/2020 we saw

38,204 day cases
7,610 elective procedures
484,667 outpatient appointments
44,777 Walk-in-Centre attendances
97,444 A&E and urgent care attendances



The Trust has **14,977** members
The WWL family has **6,253** members of staff
There are **348** volunteers working across the Trust



94% performance against the two week wait from referral to date first seen for all urgent cancer referrals
(Target is **93%**)

99% performance against 6-week diagnostic standard
(Target is **99%**)

91% performance against the 18-week referral-to-treatment pathway
(Target is **92%**)

84% performance against A&E 4-hour wait standard
(Target is **95%**)



We invested **£11m** on capital schemes, including IT systems, medical equipment and improvements to buildings

WWL spends more than **£1m** every day to provide safe and effective healthcare



WWL is **1 of 5** member groups of the Healthier Wigan Partnership

WWL is a local community and secondary care provider working alongside **60** GP Practices within **7** Primary Care Networks (PCNs)



Our WWL Family

The path to being an excellent provider of health and care services can only be achieved through our people. Prioritising the health and wellbeing of our colleagues will enable delivery of high quality and compassionate care for our population.

The COVID-19 pandemic has reinforced how amazing our people are and how valued they are by WWL and the public. We couldn't be prouder of how they've responded to the circumstances and it has been a collective demonstration of how we can perform in the most challenging of situations.

The evidence is clear that teams which deliver the best care and outcomes for patients are those in which colleagues feel supported, respected, and valued. We also know that an environment in which colleagues feel comfortable to put forward their improvement

or innovative ideas, and where they are empowered to deliver them, is one which is both attractive to work in and will lead to improvements in care and outcomes for our population.

We will continue to build on the effective partnerships we have, to ensure that we put our community, patients, and people first. Empowering our people to go and see beyond organisational boundaries will be key to this, helping to develop and deliver services that are truly centred around the needs and experience of our community.

Developing the right culture and ensuring that our current and future leaders are supported to nurture this, is therefore an essential enabling factor to unlock the maximum potential from the Improve, Integrate and Innovate priorities described on pages 26 - 31.



We are committed to making our WWL Family our priority.

We will:

- Place compassion and diversity at the heart of everything we do; creating a caring, inclusive, respectful working environment where everyone can flourish.
- Support our people to achieve their career ambitions, providing development and training and flexible career paths.
- Focus on the health and wellbeing of our people, providing activities and services that prioritise their health and wellbeing, and ensuring that there is personalised support when required.
- Ensure that our people have a voice which shapes their experience and environment, and where people feel safe to make suggestions and to call out any concerns.

We will build upon our key strengths over the coming years to secure the future workforce we need to meet the needs of our patients and residents through attracting and developing talent from our Borough, across the country and internationally.

There is much that makes WWL a unique place in which to train, work and develop and we will have a specific focus on:

- Increasing the opportunities for local people to train and develop careers within WWL, developing a future pipeline of local talent through our role as a key influencer within the Wigan Borough.
- Strengthening our links with Higher Education to support the development of tomorrow's workforce. This will include building on our existing relationship with Edge Hill University with the aim of being designated as a University Hospitals Trust.
- Building on the advances we have made in international recruitment.



Our Population

Wigan has the highest percentage of population over 65 years in Greater Manchester with life expectancy for both men and women lower than the England average. With people living longer, the number of people over 65 is forecast to increase by 30,000 over the next 20 years.

23% of our residents are diagnosed with a long-term condition impacting on quality of life, supported by 34,000 carers (c.10% of our population). The population of Wigan Borough has higher recorded prevalence than the national average for diabetes; coronary heart disease; COPD and hypertension.

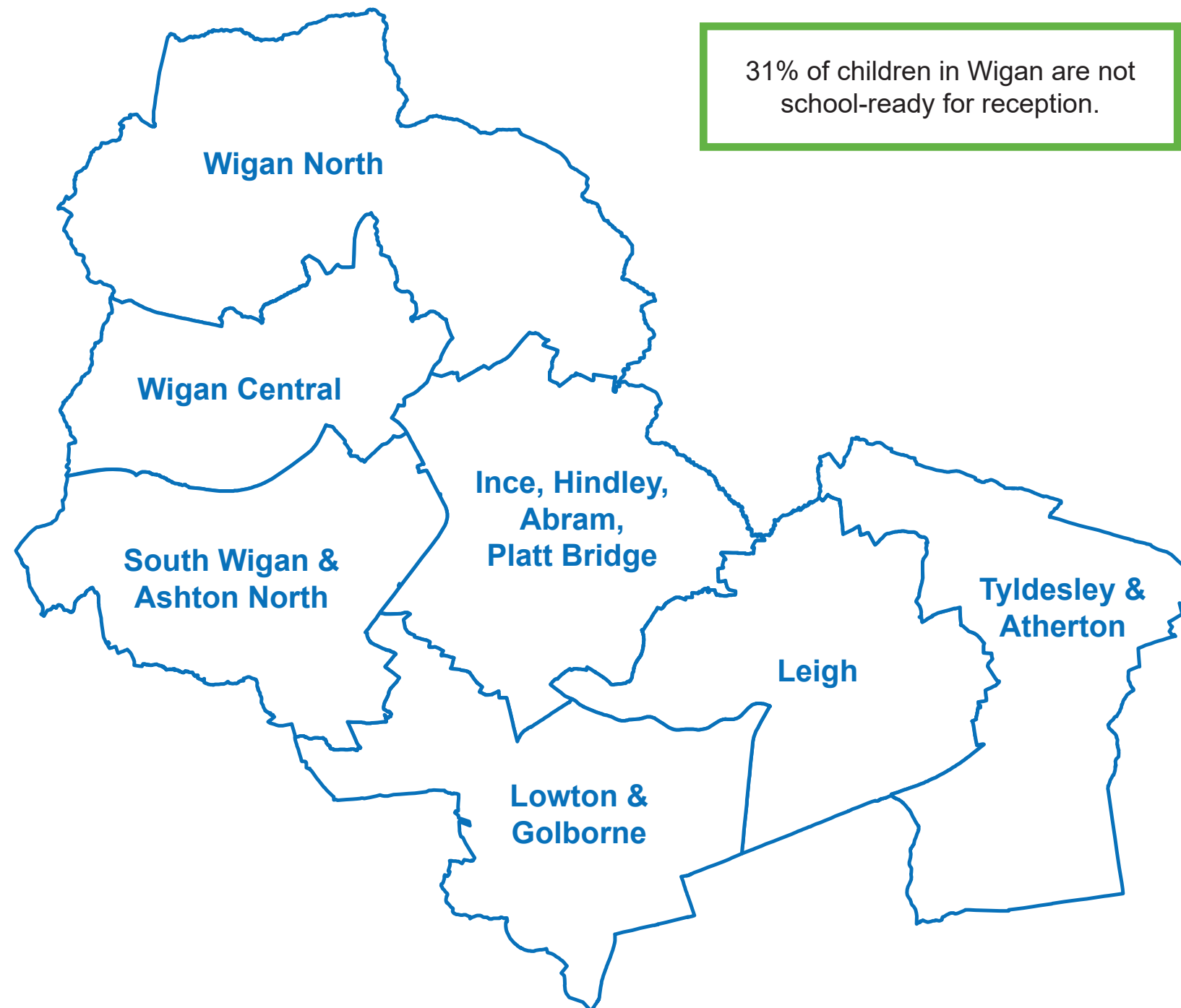
Over two-thirds of our population is overweight, with 13% of the population clinically diagnosed as obese, leading to other health complications.

31% of children in Wigan are not school-ready for reception.

29% of our residents live in the 20% most deprived areas in the country - nearly 100,000 people in the Wigan borough. A significant proportion of activity in our GP practices is socio-economic – linked not just to health but to debt, domestic abuse, loneliness, access to work, and cold homes.

Wigan Borough also has greater rates of mental health diagnoses than the national average, which are often closely related to physical health conditions. For example, 38,933 patients (around 15% of the adult population) had a diagnosis of depression in 2019/20.

65% of residents are of working age. Of those, 40% are at high risk of unplanned hospital admission, often with complex dependency on public services.



Our Partners

WWL is a founding member of the Healthier Wigan Partnership (HWP) – a joining together of the main health and care providers across primary, community, mental health, social care and secondary and specialist care. This partnership ensures the delivery of joined up and sustainable health and care services that meet the needs of local residents and improves the population's health in the longer-term.

All partners are committed to working together to transform local services, with an initial focus on improving services based in the community.

The HWP membership currently includes:

- WWL
- Wigan Council
- NHS Wigan Borough Clinical Commissioning Group (CCG)
- Greater Manchester Mental Health NHS Foundation Trust
- GP Clinical Leads representing the seven Primary Care Networks of GP practices in the Wigan Borough

We also work in partnership with Greater Manchester Police, Local Voluntary and Community Sector organisations and the North West Ambulance Service.

HWP is focused on ensuring high quality health and care services at the point of access for residents, but also tackling the wider social and economic determinants of illness to improve the health of the population throughout their lives.

A Wigan Locality Plan was first published in 2015, and since then the collaborative work of the HWP has resulted in the following achievements:

1. Healthy Life expectancy has increased by 17 months for women and 13 months for men
2. Early deaths due to Cardio-Vascular Disease have reduced by 29% for men and 25% for women
3. Early deaths attributed to cancer have reduced by 16% for men and 9% for women
4. All childhood vaccination programmes achieve 95% herd immunity including MMR
5. Over 360 community initiatives have been supported by the community investment fund
6. 75% of residents supported by our outstanding reablement service require no further on-going social care support
7. Healthier Wigan Partnership Experience: Interactive 'Deal' training on having an asset-based approach has been delivered to more than 1,000 staff across health & social care
8. Best in the North West at getting people home from hospital quickly
9. Formally adopted the GM Carers Charter in 2018
10. 52% reduction in first time entrants to Youth Justice System
11. 73.6% of estimated people with dementia are getting help from services
12. 14,000 children are doing the Daily Mile every day whilst at school.

At the core of partners' commitment to seamless and joined up services for residents is the alignment of public services within the seven established Primary Care Networks of the Wigan Borough, forming communities of well-integrated and informed teams. This will support our joined-up aim to provide the right care, at the right time and in the right place for our local population.



Our Region

The NHS in England comprises several regionalised health and care structures, which are currently in the process of evolving into Integrated Care Systems, as described in the NHS Long Term Plan. WWL is part of the Greater Manchester Health and Social Care Partnership (GMHSCP), which covers a population of 2.8 million people in the North West of England.

GMHSCP objectives

- Transform the health and social care system
- Align health and social care systems to wider public services such as education, skills, work and housing
- Create a financially balanced and sustainable system
- Make sure services are clinically safe throughout

This means...

- Fewer people will die early from diseases like cardio-vascular disease, cancer and respiratory disease
- More children will reach a good level of social, cognitive and emotional development
- Fewer babies will have a low birth weight and have better outcomes
- More people staying well and living at home as long as possible
- Taking better care of those who are ill

Prior to the onset of the COVID-19 pandemic, WWL was actively engaged in key GMHSCP programmes to improve efficiency, equity, and standards across secondary care services across Greater Manchester. Whilst this work was paused due to COVID-19, the benefits of working in partnership across GM can be seen by our joined-up response to the pandemic which created a single system; facilitating distribution of resources to where they are most required and seeing mutual aid provided between Trusts.

This approach will continue, and indeed deepen, for at least the initial years of Our Strategy 2030 to support all partners in the region to recover after what has been an unprecedented set of challenges for the NHS.

Beyond this period of recovery, collaboration with our partners across GM will be important to improve the resilience of services across the region and ensure our residents continue to have equitable access to high quality specialist services.

Although WWL is designated within the GMHSCP system of providers, the Trust also borders the Cheshire and Merseyside, and Lancashire and South Cumbria sustainability and transformation partnership (STP) / ICS regions. Therefore, WWL also provides services for patients in these neighbouring areas.



The National Picture

The national context of healthcare and the demographics of the country are always evolving. With a growing and ageing population, an inevitable increase in demands on services follows.

This is coupled with an increase in people's expectations of health and social care services, how they are accessed, the quality they can expect from them and how the public receive and interact with them.

Some examples of the national picture include:

- Life Expectancy – This continues to grow, and whilst the rate has slowed in recent years, a greater proportion of those years are spent in poorer health.
- Ageing Population – People are increasingly susceptible to a wide range of age-related, long-term conditions, such as the estimate that 4.4 million people will be living with type 2 diabetes by 2025, and the increased prevalence of dementia.
- Health Care Costs - The spiralling costs associated with managing ever-increasing complex needs, the development of better technology and more expensive drugs and treatments, is far out-pacing any increase in system funding.
- Public Expectation – This continues to increase, as do expectations of personalised responses to services people access. The health and care system needs to diversify its offer and create more flexibility and variety in how patients access health care.
- Digital Capability - People are becoming increasingly digitally capable and reliant on smartphones or portable digital devices being their first point of access to a wide range of services. Service users reasonably expect better access to their own health records, arrangement of access to services and more options for self-care.
- Health and Wellbeing - There is an observed widespread gap in health and wellbeing between the most and least deprived areas in the country, which results in the most deprived living 20 more years in poor health compared to their counterparts in the least deprived areas. The strong evidence that poor physical health is often combined with mental health illness compounds the negative impact on quality of life for people in poorer areas of the country.

The NHS Long Term Plan was published in 2019 and frames the overall direction of travel for the NHS in response to challenges faced by the national health and care system. The document outlines the following priority areas for development:

- Investing in the evolution of service models to enable patients to access the right services more quickly by:
 - Developing Primary Care Networks to provide a diversified service offer in community settings and improve the resilience of GP services through network arrangements.
 - Rolling out Urgent Treatment Centre / Same-Day Emergency Care models to provide alternatives to A&E and reduce overnight stays for patients.
- Reducing the number of patient journeys by moving a third of outpatient appointments to non-face-to-face consultations within five years.
- Increasing the focus on illness prevention and reducing health inequalities – particularly in relation to type 2 diabetes and its causes (smoking; obesity; alcohol consumption); and lowering air pollution.
- Improving care quality and outcomes, mainly through the elimination of unwarranted variation – citing specific examples of improving early diagnosis of cancer; better access to mental health services and reduction of waiting times.
- Addressing the disparity between growing demand for NHS services and the shortfall of workforce in post to meet this demand .
- The mainstreaming of digital healthcare solutions to improve patients' access to their own information, sharing of information and data driven planning and care.

More recently, the Government has published its proposals for new health and care legislation: Integration and innovation: working together to improve health and social care for all. Whilst the legislation has not yet passed parliament it signals that: NHS Foundation Trusts will continue to be independent organisations; Integrated Care Systems will become statutory bodies, resulting in more formal partnership working arrangements between WWL and GM; partnerships at local level, in our case across Wigan, are the primary focus in driving integration and improving the health of the population. The draft legislation does not provide a 'one size fits all' solution and we will work with our local partners to maximise the opportunities this will bring to build on our successful partnerships with HWP and GM.

The Impact of COVID-19

Most of the local and national documents described in Our Strategy 2030 provide some of the background and drivers for its development and were published around the same time.

World events in the time since, have had a profound impact on the environment and pressures within which the health and social care sector is operating. It is not possible to confirm with certainty the medium and longer-term impact of COVID-19 on health and social care services, in terms of the health needs of our population and ongoing infection protection control requirements. There are many clear challenges, and indeed opportunities that we must consider as we set our future direction.

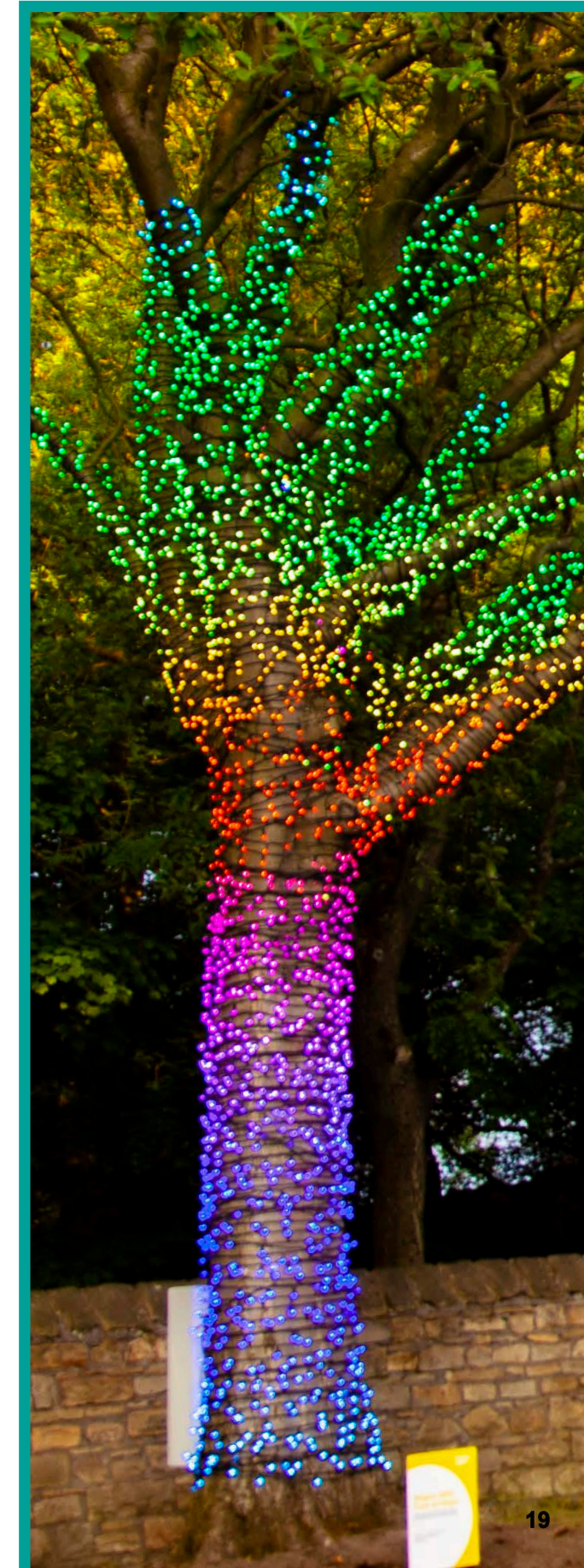
The Challenges We've Faced

- **Relentless pressure** - The amazing commitment and selfless work during 2020/21 from our staff has been humbling, but the relentless pressures from the pandemic have impacted our WWL Family. High stress and sickness rates have occurred – a picture reflected nationwide, with frontline staff placed under an unprecedented level of pressure to respond to COVID-19 admissions for a prolonged period of time. This has increased the rate of staff leaving the NHS and intensified workforce pressures.
- **Growing Waiting Lists** - It was observed prior to the COVID-19 pandemic that nationally the NHS wasn't uniformly meeting access standards and waiting lists were growing. Growth in waiting lists has accelerated as result of the impact of the pandemic – and reducing this backlog will present the single biggest challenge for the NHS, as the country transitions from coronavirus containment to recovery and restoration.
- **Financial Deficits** - This situation has become much more severe as a result of responding to the pandemic. WWL has traditionally been a financially stable organisation, but like others we now face new and significant challenges, exacerbated by the pandemic and stepping up and changing services to respond to it. This is in the context of GM as a system forecasting a large financial deficit and uncertainty about what the financial framework will look like next year and beyond.
- **Long term health impact** - The symptoms we've described amongst our workforce are likely to be a microcosm of the general health of the population throughout the pandemic. We don't yet understand the frequency and health impacts of 'long-COVID'. In addition, the restrictions implemented to mitigate the spread of the virus will have caused: inevitable deterioration in the physical and mental health of patients on waiting lists; as well as negative impacts on physical and mental health as people spend extended periods under restricted freedoms. There will also have been missed diagnoses and avoidable deaths; and socio-economic difficulties for people who have been left unable to work – which are likely to affect those who were already most vulnerable and widen existing health inequalities.
- **Changing Workforce culture** - A rapid change in workforce behaviours and expectations as many people have been asked to adapt to working at home. It is unclear how far this will permanently alter working patterns – and may impact at a population level where people choose to access health and care services.
- **Brexit** - During the same period, the United Kingdom has formally left the European Union and an agreement was reached around the UK's new legal arrangements with the EU, which commenced in January 2021. It is anticipated that this will have an impact on workforce recruitment and retention.

The necessity to adapt quickly to respond to COVID-19 has resulted in WWL accelerating delivery of some elements of the Plan and our ambitions. In amongst the devastating impact of the pandemic, COVID-19 has given us much to build upon and take forward.

The Action We've Taken

- **Digital Consultations** - We have adapted through the rapid roll-out of digital consultations – particularly for follow-up outpatient appointments. Moving a third of such appointments to non face-to-face formats was a mandated target of the Plan, but this became an urgent need as access to hospital sites became restricted during the COVID-19 outbreak. We successfully transitioned to a new model of virtual consultations for both hospital and community services and are committed to maintaining and building on the benefits of this new way of delivering services for the benefit and convenience of our patients post-pandemic.
- **Remote Monitoring** - We worked alongside colleagues in primary care and NWS to improve opportunities for patients to use remote monitoring equipment, such as the roll-out of the Oximetry @ Home initiative for patients with COVID-19. This has enabled patients to be remotely monitored, preventing unnecessary admissions and leading to earlier discharges.
- **International Recruitment** - We advanced our plans for international recruitment of nurses to address immediate workforce pressures, giving opportunity to increase future resilience through an increased nursing establishment.
- **Alternatives to A&E** - We developed alternatives to A&E to see patients treated in more appropriate places, easing pressures at the front door of the hospital. This has increased the number of patients who follow a 'same day emergency care' pathway and therefore don't spend an overnight stay at the hospital.
- **Strengthened Partnerships** - We strengthened partnerships within the Wigan Borough and moved towards more collaborative system-based approaches in GM. Partnership working between our community services and Primary Care also supported the development of 'step-down' capacity at Leigh Infirmary.



Our Strategy 2030 – Why Now?

After a year of being all consumed by the pressures of the pandemic the need to look forward with optimism is clear and, indeed, vital.

The launch of Our Strategy 2030 will provide colleagues, stakeholders, partners and patients with the much-needed clarity on how WWL will recover from the current situation and flourish in the years to come. It will allow everyone to see where we want to be and the roadmap for getting there. It will give us all the optimism for the future that we all now need.

WWL's preceding Trust Strategy was launched in 2014. Since this time there have been significant changes to the environment we operate in, changes in national policy and direction, and new challenges and opportunities to respond to. This brought about a need to refresh our collective vision, ambitions and key deliverables for the forthcoming decade.

A thorough engagement process was undertaken to develop Our Strategy 2030, with this occurring in the months immediately prior to the COVID-19 pandemic outbreak.

Although we have noted here the huge impact that the pandemic has had on the NHS, the broad strategic intentions at a national policy level remain relevant, as do the local challenges we face and the many opportunities we want to take. It follows then that the same logic applies to what our stakeholders have told us is required to take health and care services forward for people in the Wigan Borough and beyond – albeit some adjustments will be required to re-align priorities according to changes in their respective need.

What we describe in Our Strategy 2030 will provide the roadmap for ensuring we achieve our vision, reaffirming our values and behaviours in doing so, alongside the themes and ambitions to guide everything that we do. From this, we can develop our implementation plans and focus on delivering Our Strategy 2030 through annual corporate objectives, divisional planning activities and through our enabling strategies and transformation plans.

How Our Strategy 2030 Was Created

Our Strategy 2030 is based on the needs of serving our residents and patients, colleagues and partners. It therefore needs to be shaped and designed by those people, to ensure it understands how our patients, staff and partners view our future and contribution to the health and wellbeing of our local residents.

During 2019/20, we undertook a thorough engagement process which enabled us to work with a broad range of stakeholders on the objectives and priorities for WWL, including:

- Colleagues from across the organisation – representing the various Trust sites, professions, directorates and teams
- Representatives from the Healthier Wigan Partnership
- WWL's Board of Governors
- Wigan Youth Council
- Patients, Trust Members and communities.

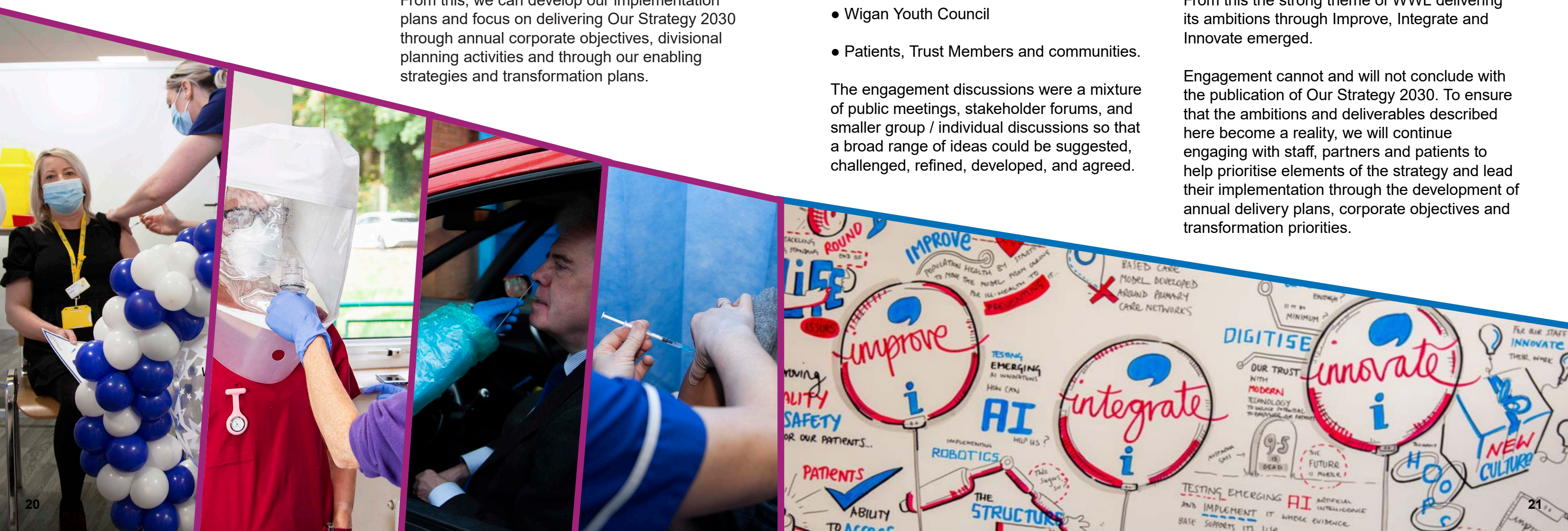
The engagement discussions were a mixture of public meetings, stakeholder forums, and smaller group / individual discussions so that a broad range of ideas could be suggested, challenged, refined, developed, and agreed.

We worked within the local, regional and national contexts described earlier in this document, which themselves were dynamic and required us to remain aware of relevant developments. Within this we considered what key stakeholders regarded as the irreducible service offer for WWL. This defined the core purpose of WWL and served as a starting point for Our Strategy 2030 vision.

As discussions progressed, common themes began to emerge. We asked stakeholders to start considering six conceptual scenarios as the foundations of our potential strategic priorities.

The dialogue around the scenarios generated rich data for us to reflect on and advance our thinking about where we wanted to be as an organisation by the end of the current decade, and options for getting there. We were able to form and test a more detailed set of aims, grouped into three key strategic priorities. From this the strong theme of WWL delivering its ambitions through Improve, Integrate and Innovate emerged.

Engagement cannot and will not conclude with the publication of Our Strategy 2030. To ensure that the ambitions and deliverables described here become a reality, we will continue engaging with staff, partners and patients to help prioritise elements of the strategy and lead their implementation through the development of annual delivery plans, corporate objectives and transformation priorities.



Our Vision for the 2020s

Our vision for the future is for WWL to be a provider of excellent health and care services for our patients and the local community.

WWL has been recognised by regulators as a 'Good' organisation which has made a series of improvements in recent years.

However, we see 'good' as our baseline and want that to become 'excellent' as we move through the 2020s towards 2030 – and to achieve that our people will be supported and empowered to deliver high quality, patient-centred care.

Through developing our approach to continuous improvement, embedding evidenced-based methodologies and nurturing a culture of improvement, we will provide the foundations to support this journey.

The demographic that we serve is ageing and there are real socio-economic challenges in the locality. We need to evolve the way health and care is viewed and support people to live healthier lives from birth through to their later years.

Our role in achieving this is multi-faceted, through our provision of services along the full continuum of care, encompassing public health and early intervention, chronic disease management, acute care, highly specialist services, and end of life care.

We've made notable progress in recent years but we need not just to keep up with the latest developments, but to take a leading role in them to achieve our aims.

We will develop a culture that supports innovation, creating an environment where our colleagues are comfortable in their place of work and enabling them to suggest and trial changes.

The bringing together of community services alongside acute in WWL has been a huge leap forward for the locality in furthering the commitment in ensuring continuity and collaboration between health and care services.

The Healthier Wigan Partnership will create more coordinated local access to services for our community, who will no longer feel as if they are being passed from one organisation to another – resulting in fewer visits to hospital and better outcomes for people.

This will be supported by the investment and use of technology. Our population will inevitably become more reliant on technology – and people will increasingly expect to use it to manage and access their health.

We also see technology being used to advance how clinical staff train.

The next decade will see us make leaps with regard to better information sharing so that appropriate information is shared between health and care professionals; enabling patients to manage their long-term conditions better and report remotely on changes in symptoms; and put them in control of arranging access to health services at places and time most convenient to them.

With fewer patients attending our sites for outpatient appointments and other transformations to clinical service delivery, the form and function of our estate will also change – and advances in technology will play their part here too.

Artificial intelligence will become more reliable and improve diagnostics; robotic technology will play a greater role and result in better procedure outcomes for patients; whilst 3-D printing will likely become a fundamental part of our orthopaedics offer.

WWL is proud to be a well-recognised organisation locally and will use that status as a positive influence in the Wigan Borough. This will manifest itself in employment opportunities, use of socially responsible suppliers, and reductions in our carbon footprint.

The financial challenges we now face are significant. It will take a prolonged period of time for the UK as a whole to recover from the economic impact of the pandemic – and we are no exception to this reality. It is imperative that the decisions WWL makes deliver value for money and achieve sustainability for the years ahead.



Our Strategic Framework

At WWL, it's not just what we do, but the way we do it that is important to us. Underpinning delivery of our strategic ambitions over the next decade are the five behaviours which we all seek to embody as WWL people: **4ward Thinking**; **Working Together**; **Accountable**; **Respectful** and **Demonstrate Compassion**.

The four Ps – **Patients**, **People**, **Performance** and **Partnerships** encapsulate the areas on which we want to focus our development and improvement. Our strategic ambitions within each pillar are:

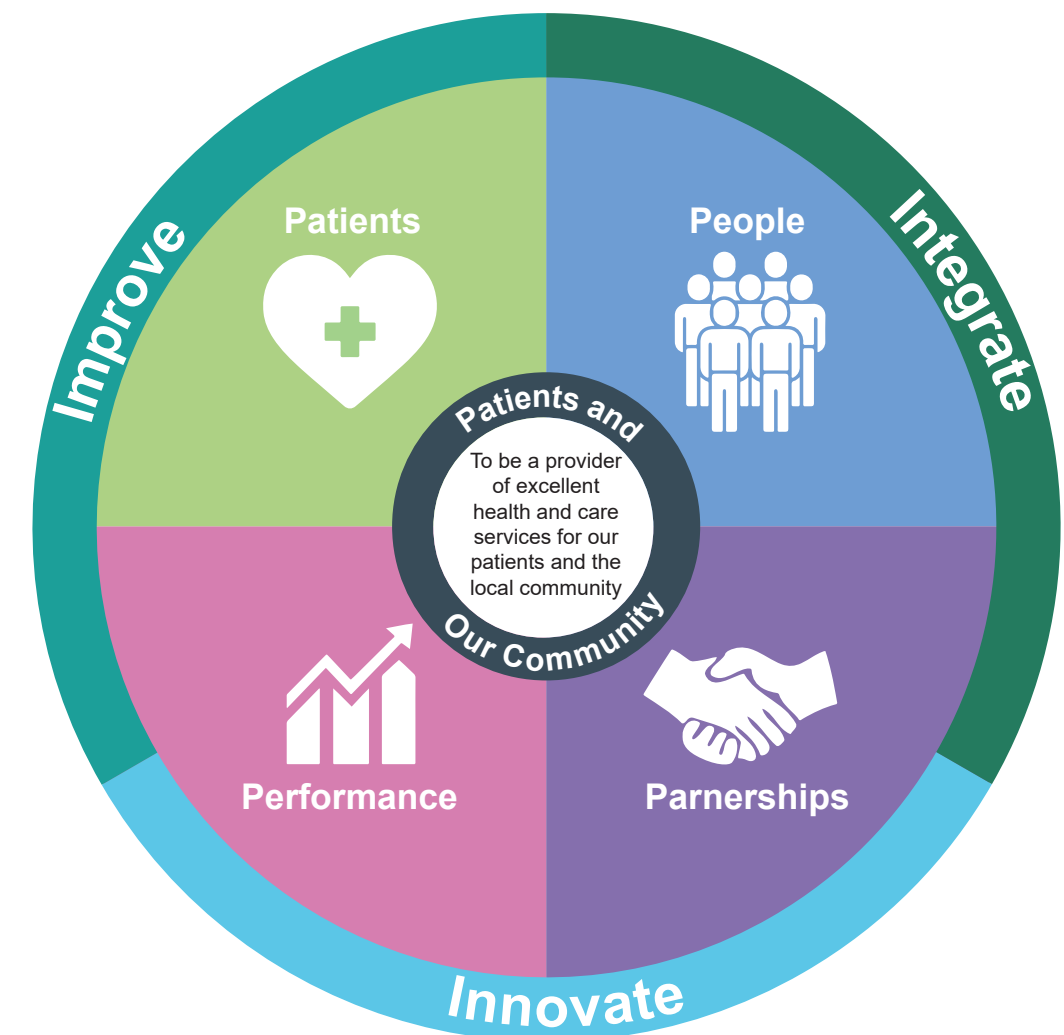


These four Ps will form the focus of our annual corporate objectives which will be reviewed annually and include measurable goals to keep us on track to deliver our ambitions.

Key to delivering these ambitions are the strategic priorities that have been identified through discussion with all our key stakeholders: **Improve**, **Integrate** and **Innovate**.

These set out “how we are going to deliver” over the next decade and will be used to guide the decisions that we make.

Through doing this we will ensure that we achieve our vision **to be a provider of excellent health and care services for our patients and the local community**.





We Will...Improve

By embedding an ethos of continuous improvement, we will pursue and secure ongoing improvements in the quality of care we provide, and in the experience that our patients and community have of our care.

We will involve our community and ensure that their voice is central to our improvement journey. This will be critical in helping us understand the improvements that we need to make and give us the ability to empower people to make positive choices about their health and care. This will include supporting patients to take responsibility for their own health needs and access the most appropriate service when required.

Our continuous improvement approach will also support us to deliver widespread transformation of the services we provide and how we deliver them, reflecting what our patients would expect from a contemporary, efficient health and care provider. We will look to build on the things we have learned during the COVID-19 pandemic. For example, we have made significant strides in offering alternatives to hospital-based outpatient appointments enabled by technology and new models of care.

We will work with our partners across the Wigan Borough to actively improve the health of our local population, supporting people to remain healthy and happy throughout life, and to holistically address health problems as they occur. Our role in this is two-fold.

Firstly, as an integrated provider of community and acute health services we will seek to provide education, support, and intervention as early as possible, preventing avoidable escalation of care needs. Secondly, by working alongside our partners in the Healthier Wigan Partnership we, as one of the largest employers in the area, recognise the opportunity to positively influence the socio-economics of the Wigan Borough for local people.

We will develop our capability to use information to drive improvements in outcomes for our residents and patients. Through using information to support a better understanding of the health and care needs of our population, we will tailor the care and support we provide our communities, and design more joined up and sustainable health and care services.

We recognise and embrace our role as a leader in improving the environment for our communities. We will take visible, definitive action to reduce our overall carbon footprint through a number of means, including: reducing avoidable travel; converting our vehicle fleet to become electric; an increase in vehicle charging points for staff and patients; and new buildings will be designed as close to carbon neutral as possible.

What will our patients, community, partners and people experience?

- Compassionate care, focussed on the needs of the individual, with excellent outcomes
- Our patients and their families will receive support to make informed choices to improve their health and about their care
- High quality, local services, which are accessible for Wigan Borough residents
- Increased options for accessing health services, such as: virtual consultations; services closer to patients' homes, services wrapped around other health and social care provisions; and extended opening hours according to demand
- Highly efficient services, reducing unnecessary duplication (e.g. through offering patients a one-stop service wherever possible) and being served by a local trust that is financially stable, ensuring value for money in the services we offer
- A multi-professional workforce, supported by technology, which meets the demands on our services
- Our people will feel empowered and equipped with the skills to make improvements within their area of work
- An inclusive, compassionate and respectful working environment; supporting the wellbeing of our people
- Our people will have an influential voice with control over their working lives.

Our delivery priorities will include

- Embedding a culture of continuous improvement, across the Trust and HWP, supported by recognised methodologies and development of organisational capacity and capability
- Reducing unwarranted clinical variation and inefficiencies, using best practice as our benchmark.
- Reducing mortality, eliminating avoidable harms and improving safety and outcomes to be among the best healthcare systems
- Empowering patients to make positive choices about their health and care from school age through adulthood, developing portals for patients to access information about their condition and therefore promote self-care
- Adopting a set of standards which must be met as a minimum for every patient encounter. This will reduce mistakes and episodes of substandard care; and avoid missed diagnosis opportunities
- Redesigning pathways to realise the benefits of being an integrated community and acute provider, doing so with primary and social care colleagues, to prevent avoidable escalations in care
- Developing our capability, within WWL and across our partners, to use information to design services that meet the specific health and care needs of our communities.
- Focusing the Trust's offer on its core services and on its areas of specialism; ensuring capacity planning (workforce, estate, equipment) meets future demand
- Development of highly efficient services, delivering best value for our residents
- Developing a modern workforce model, utilising new roles, providing career development pathways, and providing employment opportunities for our local population.



We Will...Integrate

Gaps between health and social care have plagued the consistency and continuity of care that patients experience for too long – this was consistently reinforced through our patient engagement work. In response, we will create smoother patient journeys through further integration, building on the establishment of the Healthier Wigan Partnership (HWP) and the coming together of community services alongside our hospital services at WWL.

We will place our patients at the centre of service redesign, recognising their expertise in their experience of care. We will learn from the experience of our patients to redesign our pathways to meet their needs and expectations. In practice, this will mean seamless single pathways instead of a series of interactions with health and care professionals in different parts of the system.

We will continue working with our partners to align wider public services with health and social care, including GP practices, schools, the police and voluntary and community sector organisations within local communities (Primary Care Networks). Through creating these place-based, integrated public services, we will develop services which meet the specific needs of each of these communities, recognising the social determinants of healthcare issues. Crucially, we will work with all providers of health and care services needed to be able to access the same information about a patient within the Wigan Borough.

We will develop our role as an “Anchor Institution” to positively influence the socio-economics of the Wigan Borough for local people, through our employment practices and procurement choices. We will act collaboratively with our partners to utilise local companies which demonstrate progressive employment practices and social responsibility; offer work experience and career opportunities (e.g. joint apprenticeships) to school leavers and people in education; and help to re-engage local unemployed people back into work. Our local population is our future workforce and we will engage with local schools and colleges to make them aware of the broad range of career opportunities available within the wider NHS and help potential candidates to access these employment pathways.

Through developing our role as the hub for orthopaedics activity across the region and beyond, we will build on our internationally renowned orthopaedics services based at Wrightington, supporting an increase in the number of patients who are able to benefit from the class leading outcomes that we consistently deliver. We will do this collaboratively, working with our provider partners in Greater Manchester, and those in our neighbouring areas and across the country, to ensure equality of access and outcomes.

What will our patients, community, partners and people experience?

- Wigan-based suppliers will be used where possible with preference given to suppliers with progressive employment practices
- Our residents will have more opportunities to work in healthcare, with clear training and development paths
- Services designed around the specific needs of our local communities
- Seamless delivery of public services using shared assets including buildings and supported by appropriate sharing of information
- Single continuous pathways rather than a series of separate episodes of care, with expert advice provided within a local setting
- Reduction in the need to travel to a main hospital site, supporting a reduction in our overall carbon footprint
- Our communities will benefit from a multi-skilled workforce, and our people will have opportunities for development and flexible roles
- Improvements in outcomes and experience through partnerships with our neighbouring Trusts
- Recovery of elective services post-pandemic using resources across GM to reduce the number of patients waiting for surgery as quickly as possible
- Patients across GM and beyond will have access to world-class specialist orthopaedic services, receiving the best in clinical outcomes

Our delivery priorities will include

- Implementing the WWL elements of the ‘Deal 2030’ and collaborating with the Healthier Wigan Partnership to increase our leverage as an anchor institution and key influencer of social value in the Wigan Borough
- Integrating within a place-based care model developed around the Primary Care Networks
- Maximising the benefits from being a truly integrated community and acute provider; learning from the best culture and practices across our services
- Developing the use of Expert Patient Programmes
- Working collaboratively with the wider system in GM and neighbouring regions (Cheshire and Merseyside and Lancashire and South Cumbria) to implement new models of care, where they improve outcomes and add value to services for our population
- Continue working with GM stakeholders and peer providers to deliver system-level response to the COVID-19 pandemic and its recovery, making most effective use of resources and ensuring equity of access to elective services post-recovery
- Working with our neighbouring Trusts to deliver improvements in outcomes for our patients
- Working with GM providers to develop and realise the benefits of Wrightington being the orthopaedics hub across the region, and beyond, to improve access and outcomes for patients requiring orthopaedic treatment and interventions



We Will...Innovate

Innovation and technology are two of the key enablers to achieving our vision and delivering improvements in healthcare at a fast pace. To ensure we deliver excellent care, it is vital that we put innovation at the heart of Our Strategy 2030, to make sure we develop new and novel ways of delivering our services, also looking outside to adopt thinking from other areas.

At WWL we want to be known as an organisation which empowers its teams to make changes and therefore attracts aspirational employees who know they will have the opportunity to drive improvements for patients and develop their own careers in the process. The evidence is clear that patients benefit enormously from research and innovation, through more effective interventions and treatments, better outcomes and faster recovery. Further development of our research and academic activities and reputation is therefore key, and we will seek to be accredited as a 'University Teaching Hospital' building on the recent designation as a 'Teaching Hospital'.

Feedback from our engagement was clear; we must not define innovation too narrowly. It is not limited to technology, nor is it limited to things that are "brand new". Innovation is about empowering our WWL family to suggest, and act on, new ideas into their area of work. That can sometimes involve a calculated level of risk, but where our teams see an opportunity that they want to pursue, they will be encouraged and supported to do this.

We accept that not all innovative ideas will produce the desired outcome – this is acceptable as long as we take the opportunity to learn where things don't work out. Our commitment to continuous improvement will also support us in this.

Initially, we will move towards being an 'early adopter', quickly implementing good ideas and innovations observed elsewhere. Examples of this include completing the transition from paper to electronic patient records and establishing systems that offer patients more opportunities to self-manage their health and organise healthcare according to their preferences. This will see remote forms of consultations rolled out during the COVID-19 pandemic become business as usual; patients will begin arranging their own appointment slots for clinics, and there will be increased use of wearable devices.

Further innovation will see opportunities to understand the benefits from introducing artificial intelligence (AI), 3-D printing and robotic surgery into practice which will help advance quality and outcomes through the improvements they offer in precision as well as delivering productivity benefits. Whilst we can't foresee all that will be considered as innovative a few years down the line, we want to support our people to be at the forefront of shaping the future of health and care.

What will our patients, community, partners and people experience?

- Our people will be part of an organisation that is committed to research and development, actively shaping the future of healthcare
- Our community and patients will have access to new treatments and therefore have improved outcomes
- Our clinicians will have access to the right information, on the right device, at the right time
- Our patients will be able to arrange their own appointments, view their records and add/amend information directly
- Our patients will be able to communicate with health professionals and have consultations via mobile devices.
- Patients and communities will experience fewer journeys to hospital as we adopt wearable technologies and devices enabling remote monitoring
- Our people will feel empowered to innovate within their role and license to practice
- Our patients will have opportunities to participate in clinical trials and to the latest developments in digital medicine, giving them access to the latest treatments and rapid diagnosis

Our delivery priorities will include

- Achieving 'University Teaching Hospitals' status, supported by increasing the research profile of WWL and developing relationships with Edge Hill University and other institutions
- Development of facilities for research and education and clinical trials that support the latest in digital training, including enhanced simulation
- Phasing out any residual use of paper patient notes and recording all activity on the Hospital Information System (HIS)
- Creating single care records for patients in the Wigan Borough, which are accessible to all health and care professionals
- Developing the IT infrastructure supporting current and future development plans of our Trust systems
- Developing a culture of 'psychological safety' supporting our people to feel empowered to act on or suggest their ideas for change
- Investing in artificial intelligence (AI) and robotic technologies where the evidence-base supports improvements for our patients (e.g. surgical services and analysis of diagnostic scans)
- Exploiting the opportunities on offer through 3-D printing to improve clinical outcomes and drive efficiencies



Our Strategy 2030 – Delivery

The success of Our Strategy 2030 will be in its delivery.

Our Strategy 2030 is supported by key enabling strategies which set out in more detail our approach to supporting our staff, developing our digital capability, and ensuring that our estate is fit for the future.

Each year we will set annual corporate objectives which focus on delivery of the strategy, whilst remaining agile to changes in policy and the operating environment. Crucially, this will allow us to measure our progress towards strategy delivery and inform our service and divisional plans which set out the detailed aims and objectives for each year. This will ensure that we have a 'golden thread' which runs from our strategic vision to divisions, teams, and individuals, leveraging the collective efforts of all our people to deliver our vision.

Our Strategy 2030 and corporate objectives will also inform the shape of our transformation plan; identifying the complex, large-scale changes which require specific attention and governance to achieve. The Trust Board will track progress towards delivery of the strategy on a regular basis.

Our Strategy 2030 is ambitious but achievable. We recognise the uncertainty in the current environment coming out of the COVID-19 pandemic, including a lack of clarity about the financial framework for NHS Trusts. Some of our ambitions will require investment to achieve them fully, whilst others can be delivered within existing resources, with more effective use of what we already have. This may mean that we are not be able to do everything we want to do at the time we want to do it. This will not stop us developing the plans we need to, so that we are well placed to invest wisely and maximise our potential to do so.

Next Steps

Risks to Implementation

Our Board Assurance Framework provides a robust foundation to support our understanding and management of the risks that may impact the delivery of Our Strategy and the annual corporate objectives. This considers those risks that are most likely to materialise and those that are likely to have the greatest adverse impact on delivering the strategy.

The environment in which we are operating in can change quickly, as demonstrated in the last 12 months, as can the challenges and risks that we face. A proactive approach to risk identification and management is therefore a pre-requisite to the successful delivery of Our Strategy 2030. We will continue to work with our staff, through our governance structure and committees, to ensure that we are responding to these changes, identifying risks as they emerge and developing effective plans to manage them.

Future Engagement

Our Strategy 2030 sets the 'roadmap' for our future over the next 10 years, identifying our key strategic priorities and providing the guide by which we will make our strategic decisions. It has been shaped by our residents, patients, WWL family and our partners, and it will ensure that we focus on the longer-term vision and sustainability of WWL. It sets out the key ways in which we will create our future; through Improving, Integrating, and Innovating.

It will evolve as we continue to engage with all stakeholders over the lifetime of the strategy and as we respond to changes in the policy and operating environment. We will also need ongoing engagement with, and input from, staff, partners, and patients to help prioritise elements of the strategy and lead their implementation through the development of our delivery plans, to ensure that we deliver on our vision to be a provider of excellent healthcare services for our patients and the local community.



