

TRANSFORMING CARE
together



A five-year strategy to achieve outstanding
care for our patients and families

Foreword from our Chair and Chief Executive Officer

Transforming Care Together. We are pleased to share our new strategy, which, we believe will inspire, create a sense of shared purpose, and take us on an improvement journey in achieving our ambition to become an outstanding organisation and a beacon of best practice and care.

Our strategy provides a clear direction for how we will provide care for our patients and families, and how we take a leadership role that promotes a positive culture in how we look after and care for our patients, our population, and each other. At the heart of our approach is our population. We want everyone who requires support from us, in whatever setting, to receive the best possible care, experience and outcomes from the services they receive.

We recognise that the needs of our population have been changing. Whilst some patients present with conditions that require quick intervention and short-term treatments or diagnostic tests, many of our patients are now living longer and present with multiple conditions that require on-going care. Therefore, the way we provide services needs to adapt. We believe that the delivery of outstanding care requires a more holistic patient-centred, whole-system approach. This means collaborating more closely with patients and families and with partner organisations such as other hospitals and primary care as well as our local authority and voluntary community faith and social enterprises. And those who share our passion for continuous learning and improvement.

As one of the largest employers in the area we recognise our important leadership role within

the local economy, and we will ensure that we offer social value and good job opportunities as well as outstanding services. We will have an active program to reducing our environmental impact and seek new innovative approaches to reduce our carbon emissions.

'We recognise the historic challenges we have faced and are responding effectively to ensure our patients and staff across all our sites and locations are cared for and supported.'

We will actively work to improve our population health and wellbeing and by addressing health inequalities, improving access and clinical pathways that offer more seamless care for our patients.

Our new strategy also considers the expanded role of hospital providers in engaging in solutions beyond their immediate services and in taking on greater responsibilities on behalf of the population. Our refreshed approach recognises the passion and expertise of all our staff and volunteers and will support our continuous improvement and our search for excellence.



Jane Tomkinson OBE
Chief Executive Officer



Ian Haythornthwaite
Chair



Introduction

Through our preparatory work for our new strategy our staff and stakeholders emphasised the need to do things differently, to think about how patients present and how we might adapt our services to be more sensitive to their changing needs.

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That is improving health and care services so that more people can live in the community with the right support and closer to home. This means that fewer people will need to come into the hospital for care.

Working in this more holistic way affords opportunity for earlier intervention, prevention and in focussing our joint efforts in the areas of greatest inequality.

For these reasons we have chosen to attach an all-encompassing title to our strategy indicating an intent to do things differently in the future:

Transforming Care Together.



Our approach

The Countess of Chester Hospital NHS Foundation Trust includes:

Countess of Chester Hospital

A 550-bed hospital which provides the full range of acute and specialist services.

Ellesmere Port Hospital

A rehabilitation, intermediate and outpatient facility.

Tarporley War Memorial Hospital

A base for community services to the rural population.

The Trust employs over 6,200 staff (including temporary bank staff) and provides acute emergency and elective services, primary care direct access services and obstetric services to a population that includes residents in Chester and West Cheshire, Ellesmere Port and Neston as well as the Deeside area of Flintshire.

At the 2021 Census, Cheshire West had a population of 357,147, 21.4 per cent of which were residents aged 0-19 years. We have seen a 4.9 per cent increase in children aged under 15 years using our services. At the same time, 21.2 per cent of the population are over sixty-five which is an older population than the England average. The overall population is forecast to increase by more than 10 per cent by 2038, with the greatest increase expected in those aged sixty-five or over.

In 2022/2023 there were more than 519,000 inpatient and outpatient attendances at the Trust, ranging from a simple outpatient appointment to major cancer surgery. This is an increase of over 23,000 attendances compared to the previous year.

Our vision

**'to achieve
outstanding care
for our patients
and families.'**

Our purpose

**'to improve the lives
of our population by
providing safe, kind
and effective care.'**

Our values

The Trust's vision is supported by our ways of working and a program of continual learning and improvement. We all want the Trust to be known for being safe, kind, and effective and we recognise this in our refreshed values:

Safe

At the heart of everything we do

Kind

Always caring and compassionate

Effective

Services that are responsive to our patients' needs.

To deliver these in the context of our patient experience strategy, we will engage, empower, and inform our patients:

- Engage with our patients and families to understand what matters most to them.
- Empower our patients and families to ensure their voice is heard.
- Inform our patients to ensure our actions meet their expectations.
- Improve to deliver exceptional patient and family experience in every part of care.



Why transformation?

We know that patients present differently compared to when the NHS was first created in 1948. Whilst we have adapted over time and now operate across disciplines, we recognise the need to become more holistic in our approach to address health inequalities and with partners.

As people live longer, we have seen the needs of patients become more complex, with patients often presenting with multiple co-morbidities and long-term conditions. To meet this challenge, we will, through this strategy, transform services to meet rising demand, manage long-term conditions and integrate our services with partner organisations.

A better patient and family experience is associated with improved patient safety, improved clinical outcomes and higher patient satisfaction scores. This could be something as direct as the relationship between cleanliness and infection prevention, or equally the relationship between a patient feeling less anxious and being more receptive to aspects of their health care. Improved health outcomes can also be associated with shorter stays and reduced re-admissions.

'Many aspects of improved patient experience are also associated with greater equity of access to care, for example, providing translation and interpretation services or services focused on supporting the specific needs of older patients.'

Why care?

We are committed to improving the experience of our patients, families and carers. We know that compassionate care and a positive patient and family experience improves outcomes.

We recognise that whilst our patients and families are going about their daily lives, for a short time they may need our support in finding out what has gone wrong (diagnostic services) or they may need a stay in hospital and help with ongoing care once discharged. During this time, the Trust and its services becomes a part of their lives and it is important that this experience is supportive, effective and leaves a positive impression with them.

Patient experience and staff engagement are intertwined, making it important to understand the connection between patients and staff. Being able to provide a positive experience is associated with improved staff morale and motivation, which can help support both the recruitment and retention of staff.

Positive patient experiences can enable patients to feel more empowered to take a fuller role in their own health care. That could manifest in many ways, from being better able to understand their healthcare pathway, to being more prepared to speak out, enabling clinical staff to respond to any worries and concern.



Why together?

Our new strategy considers the expanded role of hospital providers in engaging in solutions beyond their immediate services and in taking on greater responsibilities on behalf of the population.

We see collaborations as not just working toward a common goal, but a way of encouraging innovation and creativity. We want to collaborate not compete so we can sustain services and provide quicker access to high quality services. This will involve developing solutions to complex issues, partnering with industry and local business to introduce disruptive ways of thinking and collaborating so that together, we improve our population health.

'Introducing modern technologies such as digital tools that improve care (remote monitoring) and increasing our participation in clinical trials will play a significant role in our approach to transforming care, together.'

'Together' also means more engagement and co-production with our patients and staff, increasing the sharing of ideas, innovating, and exploring new preventative and early intervention strategies. As a core member of the wider Integrated Care System, we will take action to reduce health inequalities and involve patients in the design of service delivery.

Strategic goals and objectives

We have co-produced six strategic goals that we believe, over the lifetime of the strategy, will deliver our aspirations to become an outstanding hospital. We expect that our strategy, along with other supporting strategies, will improve:

- Patient outcomes.
- Patient and family satisfaction.
- Staff survey results
- Friends and family survey results
- Mortality rates
- Levels of harm across all services (reduction)
- CQC rating
- Performance when benchmarked against others
- Delivery of the key NHS planning targets and waiting time standards.

Our strategy is supported by several key principles that we have designed to signal a positive change in culture and approach. These include:

- Being driven by the needs of patients and families (not that of the organisation)
- Being more integrated in our approach
- Not letting structures get in the way of patient care
- Multidisciplinary approach
- Advocating for equality, diversity, and inclusion
- Collaborate with partners
- Empower patient and families
- Empower staff to deliver change
- Being positively disruptive, challenging the status quo and seeking out innovation
- Continual learning.

The six components of our strategy are all equally important and reliant on each other for our overall success.

Our core strategic goals are:

1. Creating a positive patient and family experience
2. Develop our people and culture
3. Provide purposeful leadership
4. Adding value
5. Actively seeking partnership opportunities
6. Proactive contribution to improving our population health.

Each goal is supported by specific objectives which are outlined in more detail in the following pages. These objectives have been developed through extensive consultation with a broad range of clinical leaders and stakeholders and have been considered within the context of significant national, regional, and local influences.

As such, they show our commitment, to the patients and families we serve, the healthcare partners with whom we work, and to our wider populations.

Objectives 1-4 have been developed to focus on our patients and families, our people, continuous improvement, and the way we want to go about doing things (our culture) within the Trust. This focus includes leadership and how we as an organisation can add value both within the Trust and externally through reducing carbon emissions and being a good employer.

Objectives 5 and 6 have been developed with an external focus, demonstrating a commitment to new ways of working, co-creating new models of care and targeting our work to improve health inequalities and population health, prevention, and early intervention.



Safe



Effective



Caring



Responsive



Well led

Purposeful leadership

- Development of a clinical strategy
- Take a leadership role within Cheshire West
- Develop our leadership teams
- Ensuring governance is in place across the organisation.



Safe



Effective



Caring



Responsive



Well led

Create a positive patient and family experience

- Systematic approach to improving quality and safety and reducing harm
- Delivery of NHS planning standards
- Development of a patient and family care model
- Adoption of continual improvements and learning.



Safe



Effective



Caring



Responsive



Well led

Proactive contribution to improving our populations health

- Develop a Trust approach to health inequalities and prevention
- Purposeful shift from traditional provision to a population health approach
- Further development of our integrated care approach.

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Adding value

- Development of a new financial plan and strategy
- Advance digital solutions in support of transforming care
- Achieve anchor institution status (green/ social value/prevention).



Safe



Effective



Caring



Responsive



Well led

Actively seeking partnership opportunities

- Develop a bespoke research, education and innovation strategy
- Explore new models of care for In reach, Out reach and Networked services
- Increase academic appointments.



Safe



Effective



Caring



Responsive



Well led

Develop our people and culture

- United shared values, goals, mindset and behaviour
- Develop an approach for recruitment, development and retention
- Improve the health and well being of our staff.



Safe



Effective



Caring



Responsive



Well led

Strategic goals

1. Creating a positive patient and family experience.

What this means to us

We want patients and families to receive the best possible care and outcomes from the services they receive. This means they will feel safe and receive high quality and timely care. Whilst with us, they can expect to receive the fundamentals of good care delivered by a kind, compassionate and highly skilled team.

Strategic objectives

The following objectives will be delivered in support of our strategic goals:

- A systematic approach to improving quality and safety and reducing harm
- The delivery of NHS planning standards
- The development of a patient and family model of care
- The adoption of continual improvement and learning.

Some examples of how we are doing this now:

Collaborating with our patients, their families and Trust staff, we have developed a set of patient and family experience values that enable our staff to put patients at the heart of everything we do.

Some examples of how we are doing this now:

- We fully involve patients and their families in their care
- We treat people with empathy, dignity, and respect

- Our staff are well trained and have the skills to deliver exceptional care and treatment
- We focus on improving the patient experience in our Emergency Department
- Delivering shorter diagnostic waiting times to reduce the number of patients waiting over six weeks for diagnostic tests.

Some examples of our intent for the future:

- We will continually learn and review progress against achieving our patient and family experience values, providing new ways of listening to their feedback.
- Over the last few years, the Trust has experienced significant increases in demand, and increased complexity in the way patients present. Whilst we believe that implementing this strategy will meet these challenges, we will also look to introduce new innovative solutions to ensure that patients on our waiting lists are kept safe.
- We will also seek to expand upon our community services, offering targeted intervention and support through initiatives such as the virtual ward, home first and rapid response and intensive response teams.
- Implementing improvement plans to ensure we maintain delivery against national cancer access standards.



2. Develop our people and culture

What this means to us

We will create a supportive, open, and transparent culture that thrives on teamwork, mutual respect, and encouragement. We believe that effective teams deliver great care for patients. We believe that every person in the Trust matters and that we all can provide safe, kind, and effective care for our patients and for each other. We will encourage research, education and innovation opportunity plus development opportunities for future clinical and operational leaders.

Strategic objectives

The following objectives will be delivered in support of our strategic goals:

- Develop united shared values, goals, mindset, and behaviours
- Develop an approach for recruitment, development, and retention
- Improve the health and wellbeing of our staff.

Some examples of how we are doing this now:

- We have coproduced our values with staff
- We have listened to staff and in response to feedback, we have developed our health

and wellbeing hub with rolling programs of staff support

- We have developed a leadership framework.

Some examples of our intent for the future:

- Embed the TED (team engagement tool) as part of the new ward accreditation programme including team level temperature checks aligned to the CQC well led framework
- Launch the coproduced civility statement together with a zero-tolerance approach to poor behaviour
- Introduce a staff app to improve meaningful engagement at local levels
- Improve the onboarding process for new staff, including a new welcome event
- Roll out a new appraisal process which will include a focus on health and wellbeing and succession planning.
- Produce a revised workforce plan aligned to the delivery of cost improvement planning.
- Establish equality and diversity networks to improve engagement and the experience of staff with protected characteristics.



3. Provide purposeful leadership

What this means to us

We believe that leadership provides direction, clarity, and a sense of purpose. We will create an environment that is conducive to success, one that is well-led, open, encouraging, and transparent. We will create clarity about our improvement journey and set expectations about the outcomes we will achieve.

We will create a supportive culture, grounded in the Trust values of safe, kind and effective and we will apply to this to all aspects of our work, both within and outside of the Trust.

Strategic objectives

The following objectives will be delivered in support of our strategic goals:

- Develop new clinical strategies
- Fulfil
- Further develop our leadership teams
- Ensure that good governance is in place across the organisation.

Some examples of how we are doing this now:

- Renewed focus on encouraging staff to raise concerns about the care they can provide to patients (Freedom to Speak Up)
- Renewed focus on encouraging staff to raise concerns about how we treat and speak to each other (Freedom to Speak Up)
- Developing clinical strategies that will shape the way we provide

services in the future

- Developing leadership programmes for all staff to access.

Some examples of our intent for the future:

- We envisage new outreach services whereby secondary care consultants provide support for specialist clinics held in primary care, helping to identify and manage conditions such as heart failure, cardiovascular and cardiorespiratory disease, thus helping to manage patients as close to home as possible.
- We envisage that this will support our community services delivered in partnership with Cheshire and Wirral Partnership NHS Foundation Trust and with voluntary services.
- We will develop a new primary and secondary care strategic interface group to have more effective future planning.
- We will provide leadership within Cheshire West's Place Plan by being an active member of local partnerships and by leading specific pieces of work. We will support increased understanding of population health in respect of long-term conditions and coronary vascular and cardiorespiratory disease prevention and intervention, these being the areas of highest disease prevalence and inequality.



4. Adding value

What this means to us

The Countess of Chester Hospital NHS Foundation Trust is one of the largest employers in Cheshire West and as such plays an important economic role as well as that of a provider of healthcare. We will ensure that we offer good social value and quality job opportunities. We will have an active program to reduce our environmental impact and seek new innovative approaches in reducing our carbon emissions.

We recognise historic challenges that fall short of where we see the Trust in the future. We will actively work to improve clinical pathways, supported by digital transformation that promote seamless care for patients.

We will offer value for money in the resources given to the Trust and seek to drive out inefficiency, duplication, and un-warranted variation as a means of improving productivity and waiting times.

Strategic Objectives

The following objectives will be delivered in support of our strategic goals:

- Develop a new financial plan and strategy
- Advance our digital strategies in support of transforming care

- Achieve anchor institution status with a focus on prevention, social value and achieving net zero carbon emissions.

Some examples of how we are doing this now:

- Optimising our limited resources and seeking to improve our underlying deficit financial position
- Implementing the Patient Engagement Portal, which will, over time, revolutionise how patients access their care journey information with us, future proof our services and work towards a greener NHS
- Significant upgrading of our electronic patient record
- Establish a new anchor institution working group.

Some examples of our intent for the future:

- Deliver a financially sustainable position, leveraging efficiencies for re-investment, commercial opportunities, and collaboration.
- Seek innovative solutions for decarbonisation.
- Bring forward proposals for next generation digital and data tools such as artificial intelligence (AI) which can be used to support speech recognition technologies such as ambient voice technology and data science (predictive analytics and large language models).



5. Actively seeking partnership opportunities.

What this means to us

We believe that the delivery of first class, patient-centred care requires a holistic whole-system approach. To leverage improvements in care delivery we will work in collaboration with other health and care providers across Cheshire and Merseyside and North Wales.

We believe that partnering and collaborating with others, public and private enterprises, higher education institutions, local businesses, and voluntary sector organisations will allow us to improve the care we provide. We recognise that we need to work differently and build trust and relationships with other organisations to change our model of care and provide sustainable services.

Strategic objectives

The following objectives, support of our strategic goals:

- Develop bespoke, research, education, and innovation strategies
- Explore new models of care for inreach, outreach, and networked

services

- Increase our academic appointments.

Some examples of how we are doing this now:

- Actively exploration of new models of care to sustain fragile services
- Close collaboration with colleagues in other local hospitals to explore partnership approaches that can bring about benefits for our population.
- Exploring new partnerships with pharma, device companies, innovation, and commercial businesses to attract new opportunities whilst also serving our population better.

Some examples of our intent for the future:

- Increase our academic appointments with higher education institutions
- Develop primary care research hubs to advance vaccine trials
- Lever opportunities for inward investment that support our future vision for improving our estate.



6. Proactive contribution to improving our population's health

What this means to us

Our population demographics are changing: we have an ageing population that are living longer and with multiple long-term conditions. This means that the demand on our services will look different in the future. We will need to consider how we meet the needs of our changing population and how we support people to help manage their own self-care (holistic and shared decision making).

To help we will look at how our services might adapt to support people to stay well and live longer and healthier lives.

Strategic objectives

The following objectives will be delivered in support of our strategic goals:

- Develop a Trust approach to health inequalities and prevention
- Purposeful shift from traditional provision to a population health approach
- Further development of our integrated care approach.

Some examples of how we are doing this now.

- Implementing new innovative data enquiries that allow us to better understand those patients on our waiting list who may have protected characteristics and health inequalities
- Providing secondary care support into primary care for specialist heart failure clinics
- Targeting our community support teams in areas of highest need.

Some examples of our intent for the future.

- We will seek to expand our community services to provide specific targeted intervention in areas of greater need and move from traditional community services to a more integrated neighbourhood model.
- We will seek to shift care from the hospital into the community with the appropriate outreach support.
- We will provide innovative opportunities and seek to develop new services in areas such as frailty, health screening on the high street and use innovative technologies to deliver sensitive tailored care out of the hospital (intravenous antibiotics).

Strategic positioning

In developing our strategy, we have been cognisant of national, regional strategies and local policy drivers. Our strategy recognises that if we are to improve health and wellbeing in our communities, we need to address the wider determinants of ill health and work differently in the future.

Our role within the health and care system

Whilst the hospital can sometimes, be seen as a place of last resort, it does not sit in isolation of other key service in health and care. To deliver a modern-day service we must consider health and wellbeing, prevention and early intervention, detection and effective management of conditions and provide a more a holistic approach to the way we plan and provide services.

We know that hospital services play only a small part in the overall health and wellbeing of people's lives.

For this reason, the hospital can use its clinical and operational acumen to support, advise, educate, and work with partners within our local and regional systems to plan more effective ways of delivering care.

As the Trust delivers care locally, regionally (vascular and plastics) and inter regionally (part of North Wales) we are already operating in a multi layered and complex system.

To help with this we see our role in the following way:

- Vertical integration – preventative and prehabilitative clinical pathways (sometimes referred to as vertical pathways)
- Horizontal integration – working closely with our neighbouring NHS providers.
- Diagonal integration – working solely with other hospitals outside of our region (North Wales).



Population health and addressing health inequalities

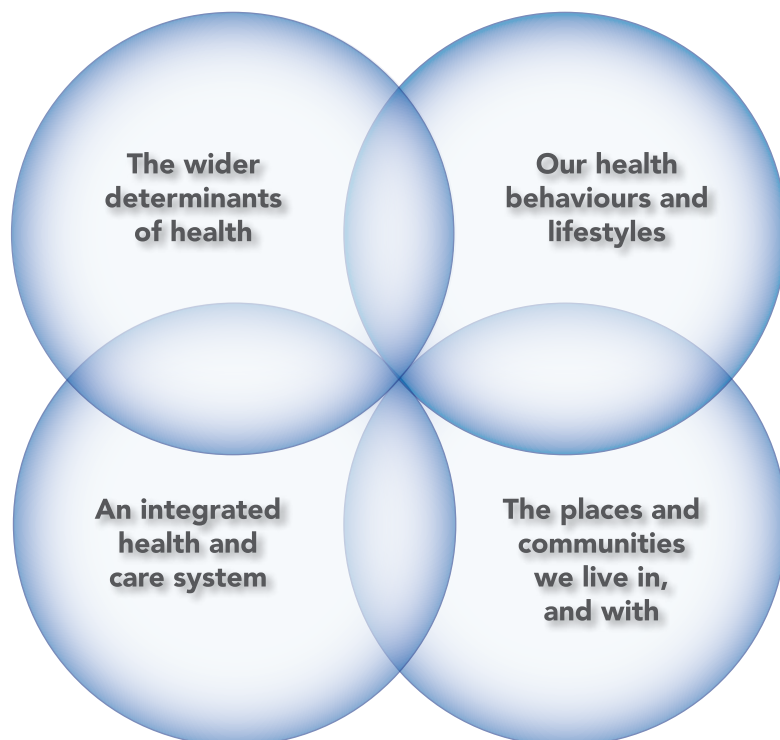
As the population of Cheshire West gets older, the health inequalities have become starker.

'To address this, there is a need to move away from a system just focused on diagnosing and treating illness towards one that is based on promoting wellbeing and preventing ill health.'

In developing our approach, we have been cognisant of Marmot, CORE20plus5, the Major Conditions Review (to be published late 2024), and the need to ensure we work effectively across secondary, primary and community care as described

within the Fuller report (published in 2023 with a second part due in 2024). We will also use population health data as a means of identifying areas within which we can make the biggest difference.

In order to play our part we will become as system convener, collaborating with providers and voluntary community faith and social enterprise organisations across Cheshire West to address the social determinants of health to keep people healthier for longer. Our aim is to consider different ways of working with a focus more on health prevention, early intervention and exploring different models of care that reach into primary care and our communities.





Provider collaboratives

Provider collaboratives bring health and care providers together to reduce un-warranted variation in outcomes, improve access to services, and reduce health inequalities with the aim to improve outcomes and patient experience.

There are currently two provider collaboratives that the Trust is a member of:

1. an acute and specialised provider collaborative
2. a mental health, learning disability and community services collaborative.

In both instances we are collectively working together to improve access and the patient and family experience. Within Cheshire West we see these collaboratives as being vital in sustaining services across Wirral and West Cheshire and within our local communities with Cheshire and Wirral Partnership NHS Foundation Trust. We also envisage working with Mid Cheshire Hospitals NHS Foundation Trust and with colleagues in North Wales.

In all instances the aim of these collaboratives is to offer a more patient-centred approach.

Enabling strategies

Patients and families: experience

The Trust is committed to ensuring that the services we provide are safe, kind, and effective. Our patients, service users and their families are at the heart of all we do.

To reflect this, we have developed a new Patient and Family Experience Strategy and published our quality statement for 2024/25, both of which demonstrate marked improvements and developments across the full range of indicators.

Our improvement work has continued against a backdrop of challenges including sustained high demand for our Emergency Department and delivery of our services during periods of industrial action. These issues are mirrored elsewhere in the NHS.

Our Same Day Emergency Care (SDEC) facility provides an alternative

pathway for urgent care patients, who would have previously attended and remained within the Emergency Department. It has strengthened our ability to see and treat patients on the same day and has helped us to avoid unnecessary hospital stays.

Estates

Work is also well under way on our new Women and Children's Building (WCB), which is on track to open in summer 2025. Construction work officially started in June 2023 on the £110m three-storey facility, which will replace the existing WCB that has been in use since 1971.

The Trust was allocated £110m funding from the National RAAC Programme which replaces buildings containing the Re-enforced Autoclaved Aeriated Concrete (RAAC) that will be eliminated from the NHS estate by 2035.





Services housed in the existing WCB will move into the new building, including maternity, neonatal, paediatrics and gynaecology. The new building will provide increased capacity and additional modern rest spaces for patients, families, and staff to enjoy.

'The new building will feature a brand-new ground floor full delivery suite, with two obstetric theatres and a first-floor maternity ward with twenty-four single bedrooms, as well as ensuite bathrooms, designed to promote accessibility.'

A neonatal unit with up to sixteen cots will occupy the ground floor, while the second floor will house a new children's ward, complete with access to overnight accommodation for patients, as well as increased rest facilities.

Clinical strategy

The Trust is embarking on the development of a new clinical strategy. Applying the same strategic approach taken within this corporate strategy, we will be developing a new clinical strategy that reflects the current and future needs of our population.

Focussing on the principal approach of starting well in life, living well, aging well, and dying well, each of our clinical strategies will provide an exciting vision for a modern-day local hospital and wellness service that best reflects how patients access services and are cared for during their journey.

People plan

The NHS People Plan's aim is to have more people, working differently, in a compassionate and inclusive culture within the NHS.

Our employees are key to the delivery of this strategy and our aim is to make the Trust a great place to work. We will do this by improving the experience of our people by listening to their concerns and involving them in building solutions to improve their working environment. We will create an open and inclusive culture where everyone has a voice and feels empowered to speak up safely, supported by great, inclusive leaders at all levels that enable every member of staff to achieve their full potential.

Finance

The NHS has finite resources available, and it is essential these resources deliver value for money for the taxpayer and support the delivery of high quality, safe care for patients and their families.

We are developing our financial strategy in the context of these limited resources, growing demand for services and technological and therapeutic advancements. Our strategy will aim to deliver cost effective, innovative service delivery models working wherever possible with local and regional partners and within the agreed financial resource allocation.

'We will deliver year on year efficiencies to reduce the historic deficit position and return to a financially sustainable position over the medium term.'

Digital

Digital technology plays a vital role in our lives and has the potential to revolutionise the way we care for patients, before they come into our care (prehabilitation), whilst they are in our care and in their on-going care after they have been discharged.



We are developing our new digital strategy in the context of this rapid change and will also outline our ambition to push technology to its limits to support our approach to transforming care together.

Anchor Institution

The term anchor institution refers to organisations which:

'Have an important presence in a place, usually through a combination of being largescale employers, the largest purchasers of goods and services in the locality.'

The Health Foundation describes anchor institutions as large organisations whose long-term sustainability is tied to the wellbeing of the populations they serve. Adopting this approach will help us address local social, economic, and environmental priorities to reduce health inequalities.

Some of the key components of how the NHS can deliver their role as an anchor institution includes:

- Prevention and health inequalities - working closely with communities and local partners: Collaborating with communities to help address local priorities, build on their energy and skills; and work with other anchors and partners to increase and scale impact.
- Social value - purchasing for social benefit: Purchasing supplies and services from organisations that embed social value to make positive environmental, social, and economic impacts.

- Green (net zero) using buildings and spaces to support communities: Widening access to community spaces, collaborating with partners to support high-quality, affordable housing, and supporting the local economy and regeneration.
- Green (net zero) reducing our environmental impact: Taking action to reduce carbon emissions and consumption, reduce waste and protect and enhance the natural environment.

Research, education and innovation

The Trust has a long history of embedding research and innovation. Research and innovation have led to breakthroughs in prevention of ill-health, earlier diagnosis, more effective treatments, better outcomes, faster recovery, and they have played an essential role in the management of the COVID-19 pandemic.

'Research and innovation not only transforms patients' lives but also brings significant benefits to the UK economy and society.'

We will further embed research and innovation and develop an ambitious strategy that includes delivering on our aspiration to become a university teaching hospital in the future, developing our links with higher education institutions and developing a Cheshire research collaborative to expand the reach of research across both primary and community care settings.



Conclusion

The publication of this strategy provides a reset for the Trust and marks our ambition to become an outstanding organisation.

The strategy, coproduced with our clinical and operational teams, provides a framework from which all other strategies will flow. It is the golden thread and sense of direction that we aspire to – to transform care and to do it together.

TRANSFORMING CARE together

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