NHS
West Suffolk
NHS Foundation Trust

Our strategy 2025-2028

Compassionate care, healthier communities

“By harnessing our strengths,
we genuinely believe we could be
the best in the country at what we do.”

Dr Ewen Cameron, CEO

Jude Chin, Chair

Foreword by CEO and Chair

We're proud to share our strategy for 2025-28, which is driven by a collective vision to create a healthier West Suffolk where compassionate care helps everyone to thrive.

We launched our last strategy, 'First for our patients, staff and the future', in 2021. It got a lot of things right – putting patients first, putting staff at the heart of what we do, and a clear mandate to become fit for the future.

So much has changed. Nobody could have predicted the lasting impact of the covid-19 pandemic, the domestic impact from global instability, and a cost-of-living crisis that affects the whole country. At the same time, trusts are responding to the breathtaking speed and scale of changes in technology, such as artificial intelligence.

The coming years will see more change and uncertainty, and the challenges ahead are significant — rising demand, workforce wellbeing, financial pressures, and persistent health inequalities in our communities.

Yet within these challenges lie extraordinary opportunities. We have a chance to transform how we provide care; not just to meet demand but to tackle the root causes of poor health in our communities.

With structural shifts across the NHS, the publication of the 10 Year Health Plan for England and the completion of the local Sustainability Review, now is the right time for a new strategy. We have outstanding people, high quality services, and a determination to work more closely with our partners. By harnessing our strengths, we genuinely believe we could be the best in the country at what we do.

This strategy will help us successfully navigate the future by focusing on what's most important: high quality care; joining-up services; empowering our colleagues; ensuring we're responsible with resources; and making sure we're fit for tomorrow.

Whether you're a colleague, patient or partner, we want this strategy to inspire you – setting a clear direction of travel and demonstrating the energy, ambition, and passion that makes this a great place to work and receive care.

The most important message we'd want you to take away is that everyone has a role to play in our success. We can only do all of this if we work together as one — with our people, patients, and partners — for a healthier West Suffolk where compassionate care helps everyone to thrive.

Our strategy at a glance

Our strategy sets five connected ambitions and is powered by our FIRST values

- Fairness
- Inclusivity
- Respect
- Safety
- Teamwork

About us

280,000 catchment population

More than **5,000** staff

More than **11,900** foundation trust members

More than **2,000** babies born

More than **101,000** attendances at the emergency department

More than **16,000** planned operations

More than **3,500** emergency operations

More than **315,000** outpatient attendances

More than **371,900** contacts with patients through community services*

*Does not include wheelchair services

All data for 2024/25 financial year

Who we are

The West Suffolk NHS Foundation Trust (WSFT) provides hospital and community services to around 280,000 people spread across a largely rural area of roughly 600 square miles.

Our catchment area extends beyond Thetford in the north and Sudbury in the south, Newmarket to the west and Stowmarket to the east. We also care for patients in parts of Essex, Cambridgeshire and Norfolk.

The Trust provides a full range of acute and secondary care services from its West Suffolk Hospital base in Bury St Edmunds. This includes an emergency department, maternity and neonatal services, day surgery, eye treatment, Macmillan Unit and outpatient clinics. We have around 500 beds and are a partner teaching hospital of the University of Cambridge.

In addition, we provide community services in West Suffolk, and specialist community services across the county. Many of our adult and children's community services - including nursing, therapy, and specialist services - are provided in patients' own homes, health centres and community buildings.

Our rehabilitation services are provided through our community inpatient beds at Newmarket Community Hospital (NCH) and Hazel Court in Sudbury. And a new, state-of-the-art Community Diagnostic Centre based at NCH opened in December 2024.

Our colleagues and services are award-winning, gaining regional and national recognition for their quality, innovation, and compassion. Most importantly, WSFT has a culture that is inherently welcoming, supportive, and dedicated to the people we serve.

Delivering for our communities

Our stroke and hip fracture services are national exemplars, with our stroke team maintaining an "A" rating for over six years and our hip fracture care twice ranked as the best in England and Wales. Patient experience remains a strength, both for our inpatient services and through the Cancer Patient Experience Survey.

Teams and services have been recognised for their quality and innovation, from the virtual ward and our emergency department performance to information and support provided through our maternity social media account.

Across a range of performance measures, we are steadily improving or exceeding national targets. Some areas, however, remain challenging, such as elective care. Our performance against the 18-week Referral to Treatment standard must improve, diagnostic test results are often taking too long, and we have too many patients that have been waiting for care over 52 weeks.

We want WSFT to be a great place to work and receive care. The 2024 national NHS Staff Survey results showed a worrying drop in our scores, especially in wellbeing and advocacy, demanding a long-term response to ensure our colleagues feel included, supported, and valued.

At the same time, we must become financially sustainable. We have taken the difficult but necessary decisions to deliver against our deficit plan and, while there are challenging days ahead, together we have shown we can exercise the discipline needed to live within our means while still providing high quality care.

As we look forward, the Trust's Future System Programme is set to transform the delivery of outstanding, sustainable care through a new state-of-the-art healthcare facility. The new hospital will provide increased capacity, modern infrastructure, and technology-enabled care.

Our vision is to become a Trust that is digitally advanced, supports environmental sustainability, and delivers high-quality services to meet the needs of patients and staff.

The Future System Programme is the most ambitious programme in our history, and this strategy will prepare us for the major changes needed to transition into a new era of healthcare.

Evolving healthcare

National context

The NHS faces profound challenges. Public satisfaction has reached historic lows, driven by long waits, difficulty accessing care, and pressure on emergency services. These pressures are compounded by rising demand, workforce shortages, and changing patient needs. To meet these challenges, major transformation is underway.

The Health and Care Act 2022 marked a major shift in how health and care services are provided by putting Integrated Care Systems into law. The NHS's 10-Year Health Plan for England builds on this with its focus on 'three shifts': hospital to community, analogue to digital, and illness to prevention. At the same time, trusts must deliver these 'shifts' while managing budgets effectively.

Structural changes within NHS England, Integrated Care Boards, and national bodies are reshaping the health and care landscape. Within local government, devolution deals are giving councils greater influence over health and care planning, reinforcing the importance of partnership. This national direction aligns strongly with our vision and, with the once-in-a-generation opportunity to build a new hospital, we are well placed to reimagine how care is delivered.

Local context

The Trust fully supports Suffolk & North East Essex Integrated Care System's (ICS) 'Future Shift' strategy to transform health and care by focusing on early intervention, prevention, and health inequalities. As active members of our ICS, we work closely with partners to improve health and care services for our communities.

The West Suffolk Alliance is one of three place-based alliances in our system and its purpose — to improve health through partnership — uses the 'live well' model to meet population needs. The Alliance has played a crucial role in developing our services, such as the integrated neighbourhood teams, as well as establishing new ways of working together for the benefit of our patients.

We also work closely with East Suffolk and North Essex NHS Foundation Trust (ESNEFT), with the successful launch of the Essex and Suffolk Elective Orthopaedic Centre a symbol of our partnership approach.

While we have strong relationships to build on, to make the 'Future Shift' a reality, we must scale-up preventative care with our partners, shift care 'closer to home' where appropriate, and embrace technology.

Ambitions

High quality care

People in our communities are healthier and more independent

Joined-up services

Patients experience services that are centred around their needs

Empowered to improve

Shape an inclusive culture where people are empowered to continuously improve services

Responsible with resources

Achieve the best possible value for money for taxpayers

Fit for tomorrow

A forward-thinking Trust with the agility to seize the opportunities of the future

Priorities

- Improve access, experience, and safety of services
- Achieve improvements in the greatest health inequalities
- Embed continuous quality improvement in everything we do.

- Provide more care closer to home through transformed hospital and community services
- Create new models of preventative care with our partners
- Work closely with our partners to create the conditions for success.

- Nurture a safe, high performing and inclusive culture
- Proactively support colleagues' health, wellbeing and development
- Strengthen leadership to foster autonomy, accountability and ensure staff feel valued.

- Achieve a long-term sustainable financial position
- Instil shared responsibility for managing all our resources wisely
- Make efficiency and productivity improvements.

- Accelerate the adoption of technology to enhance our services
- Improved access to data to enhance decision-making
- Modernise the way we work to free up time for colleagues.

Ambition: High quality care

Provide high quality care in the best place for patients and families

We are proud of our reputation for delivering high quality care and committed to protecting and strengthening it.
Our ambition means putting patients first every time — ensuring safety, dignity, and compassion are at the heart of every interaction. We will maintain clinical excellence through evidence-based practice, listening to the lived experience of patients, families, and carers, and by acting on their feedback to provide personalised care. Central to this is building a 'learning culture', where we are curious about how we can improve. It's essential we deliver care equitably so everyone receives the same high standard of care, regardless of background or circumstance.

Strategic outcome

People in our communities are healthier and more independent.

Strategic priorities

- Improve access, experience, and safety of services
- Achieve improvements in the greatest health inequalities
- Embed continuous quality improvement in everything we do.

Strategic measures

Lead metric

Effectiveness: Increase in healthy life expectancy in the most deprived communities.

Safety:

- Summary Hospital-level Mortality Indicator
- Percentage of incidents that caused moderate harm or above.

Experience:

Friends and Family Test (FFT), including the % of patients from Core20Plus5 groups reporting positive experience.

Infection prevention:

Healthcare acquired infections:

- MRSA bacteraemia count
- C. Difficile infection count
- E. Coli bacteraemia count
- Klebsiella bacteraemia count
- Pseudomonas bacteraemia count.

CQC rating

Performance:

- 4-hour A&E standard
- Referral to Treatment (RTT) <18 weeks
- RTT <52 weeks
- RTT <65 weeks
- Cancer 28-day Faster Diagnosis Standard.

Staff survey, 'advocacy':

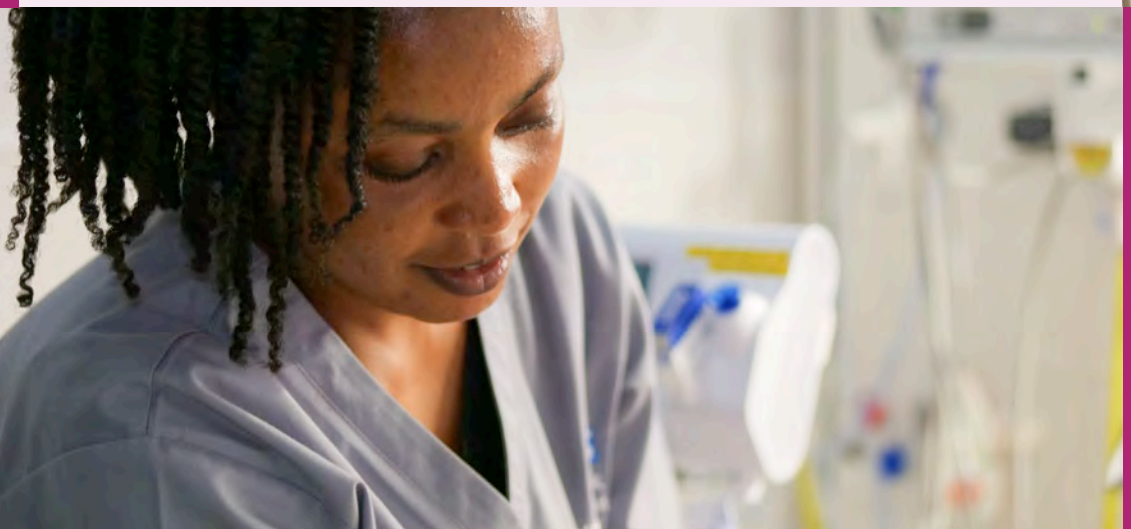
If a friend or relative needed treatment I would be happy with the standard of care provided by this organisation.

What does great look like for our patients and families?

- Every patient is treated with compassion, dignity, and care that makes them feel safe and valued
- We listen to patients and families, use their feedback to make care better, and follow proven medical practices
- No matter who you are or where you're from, you will get the same high standard of care.

What does great look like for our staff?

- Staff are supported to deliver care that is kind, safe, and respectful in every interaction
- Staff have the skills, support, and tools to do their jobs to the best of their abilities
- Staff work together to make sure everyone gets the same high standard of care, no matter their background.

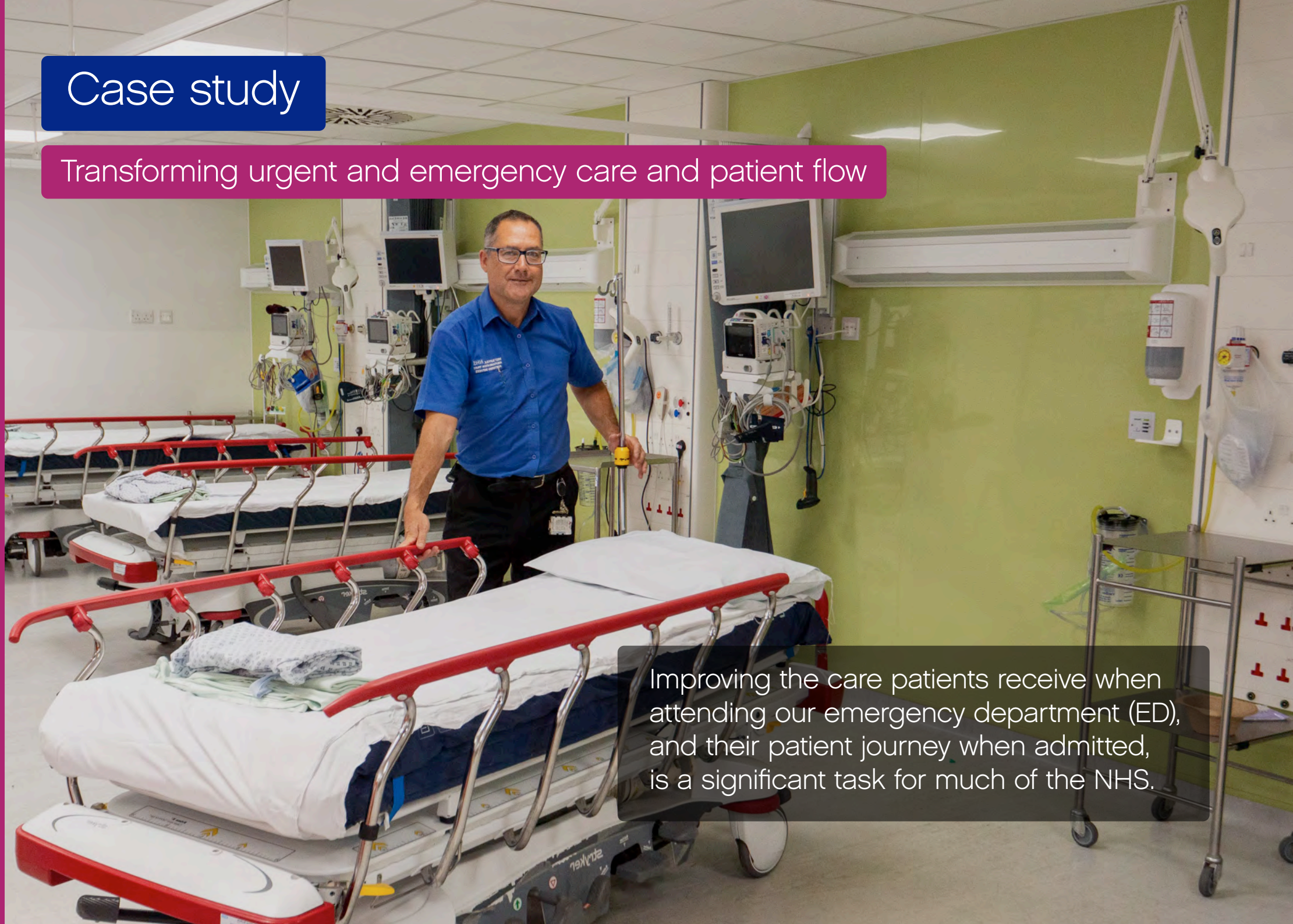


What does great look like for our partners?

- Partners benefit from working with a team that puts patients first and delivers safe, kind, and reliable care in the right place
- Partners gain access to feedback, data, and proven approaches that help improve services and outcomes together
- Partners will feel valued because we listen to the perspectives of different professionals in the delivery of care.

Case study

Transforming urgent and emergency care and patient flow



Improving the care patients receive when attending our emergency department (ED), and their patient journey when admitted, is a significant task for much of the NHS.

What we did...

Targets such as the 4-hour standard, where 78% of patients who attend A&E are to be admitted, transferred or discharged within 4 hours, are a focus for the Trust. Much work involving multiple teams across many of our services has been undertaken to identify meaningful ways to implement changes in the ways we work to improve performance and patient experience.

A taskforce focused on empowering colleagues across every division, including social care, and consisting of clinical and non-clinical colleagues was guided by an action plan developed across seven areas identified as being able to support improvements: the emergency department; medical same day emergency care; surgical and surgical same day emergency care; paediatrics; corporate services; therapies and community; and ward processes.

The impact of the project was far reaching.

Improved patient experience within ED was achieved following a reduction in waiting times and patients receiving the care they need in the correct area under the right clinicians.

Length of stay was also reduced, and thanks to a reduction in the time it takes investigations to be conducted, care was provided sooner.

For staff, it increased morale by reducing redeployment to other areas and waiting times, and by enabling colleagues to stay in their speciality instead of being moved to support operational pressure.

Target

78% of patients who attend A&E to be admitted, transferred or discharged within 4 hours.

Impact

Improved patient experience achieved by reduction in waiting times and length of stay.

Impact

Increase in staff morale achieved by reducing redeployment to other areas and waiting times, and by enabling colleagues to stay in their speciality.

Ambition: Joined-up services

Work closely together with our partners to deliver joined-up care

We are committed to delivering care that feels connected, coordinated, and centred around the needs of the individual. Our ambition for joined-up care means breaking down silos between hospital, community, primary care, mental health, and voluntary services — designing pathways around people, not organisations — so patients experience continuity, not fragmentation. We will collaborate with partners to ensure care is equitable, accessible, and responsive, wherever people live. It's critical we develop our community health services and integrated care models at pace so that we can provide care in the best place for patients — starting the journey towards becoming an integrated neighbourhood health service.

Strategic outcome

Patients experience services that are centred around their needs.

Strategic priorities

- Provide more care closer to home through transformed hospital and community services
- Create new models of preventative care with our partners
- Work closely with our partners to create the conditions for success.

Strategic measures

Lead metric

Patients reporting coordinated care across integrated pathways and services.

- Evidence that new services, delivered in partnership, are shifting care 'closer to home' for specific cohorts of our population
- Increased use of preventative and proactive services
- Proportion of workforce working in neighbourhood health services
- Reduction in total days that hospital beds are occupied in target patient groups
- Average length of stay in target patient groups
- Percentage of partners reporting positive partnership working.

What does great look like for our patients and families?

- Patients won't have to repeat their story or chase different services, because everything works together smoothly
- More support is available in local communities, so people can get help where and when they need it
- Everyone gets the same high standard of care, no matter where they live or what their background is.

What does great look like for our staff?

- Staff work closely with colleagues across services, making care smoother and more coordinated for everyone
- Joined-up care helps staff know who's doing what, reducing confusion and making it easier to solve problems together
- Staff can see the difference they're making — helping patients get the right care, in the right place, at the right time.

What does great look like for our partners?

- Partners are part of a trusted team working together to design and deliver care that truly meets people's needs
- Partners benefit from clearer roles, better communication, and joint planning that helps services run more smoothly
- By working closely with us, partners help bring care closer to home and reduce health inequalities — making a real difference where it matters most.

Case study

Collaboration supports community wellbeing

Colleagues in our community services are supporting awareness and engagement with wellbeing services through the ONE Haverhill Partnership, which brings together organisations and resources to make them more effective and efficient.

What we did...

The Trust's local clinical administrator Alison Barnes and integrated neighbourhood team coordinator Kirsty Millard are active members of the health and wellbeing committee, which has communication as a priority.

With Wellbeing Suffolk and Abbeycroft Leisure, they organise biannual One Haverhill marketplace events, a showcase for the public to engage with voluntary organisations, charities, schools, local business and services. With good turnout and positive feedback from stallholders and attendees, the events are attracting growing interest.

Comments from stallholders have highlighted that these are effective networking events supporting engagement with other services as well as the opportunity to promote their own.

Members of the public have described them as well-organised and fun, with a wealth of local information.

In the 2025 Suffolk & North East Essex Integrated Care Board 'Can Do' Health and Care awards, One Haverhill Market Place Events were commended in the 'Partnership with the VCFSE Sector Award' category.

Target

Join up services in Haverhill to better support patients and community.

Impact

Good turnout and positive feedback from stallholders and attendees alike.

Impact

Supporting cross service engagement and provision of local health and wellbeing information.

Ambition: Empowered to improve

Be a great place to work where people are empowered to be their best

We believe that the strength of our organisation lies in the people who work and volunteer here. Our ambition to empower our people means creating a culture of trust and respect, where every voice matters and contributions are recognised. We must ensure our staff have the time, tools, and training to grow and thrive in their roles. We will take actions to improve staff wellbeing, with a focus on psychological safety, inclusion, and recognition. We understand the importance of enabling autonomy, so staff can shape how care is delivered and lead improvements in their services. Finally, we will strengthen the relationship with our workforce through engagement and action, ensuring feedback leads to visible change and that leadership is accessible and accountable.

Strategic outcome

Shape an inclusive culture where people are empowered to continuously improve services.

Strategic priorities

- Nurture a safe, high performing and inclusive culture
- Proactively support colleagues' health, wellbeing and development
- Strengthen leadership to foster autonomy, accountability and ensure staff feel valued.

Strategic measures

Lead metric

Staff survey, 'advocacy': I would recommend my organisation as a place to work.

- Staff survey, 'motivation': I look forward to going to work
- Workforce Disability Equality Standard: percentage of disabled staff saying their employer has made reasonable adjustments to enable them to carry out their work
- Workforce Race Equality Standard: 'staff experience': percentage of staff reporting personal experience of discrimination
- NHS Equality Diversity and Inclusion Improvement Plan: percentage of staff saying that they have not experienced harassment, bullying, or abuse from managers in the last 12 months
- Staff survey, 'involvement': I can make improvements happen in my area of work
- Staff sickness absence.

What does great look like for our patients and families?

- Patients and families feel listened to, supported, and treated with dignity in every interaction
- People will feel assured that staff are skilled, well-supported, and working in a culture that values safety, compassion, and improvement
- Feedback leads to real changes, and care keeps getting better because staff are empowered to make a difference.

What does great look like for our staff?

- Staff are empowered to shape how care is delivered and improve services for patients and families
- Staff are listened to, respected, and recognised for their contributions
- Staff have the time, tools, and training they need to do their jobs well and develop their careers.

What does great look like for our partners?

- Partners are welcomed into a culture of trust, respect, and shared purpose — where their contributions are valued and their voices heard
- Partners benefit from clearer communication, shared goals, and joined-up working that makes it easier to deliver great care together
- By working with empowered staff, partners help shape services that improve outcomes for patients, families, and communities.

Case study

In full bloom

The Sudbury Health Centre community garden provides patients, who can be isolated and lonely, with therapeutic activity in the open air to promote physical and mental health and wellbeing.

What we did...

Lucie Johnson, Judy Kiddy and Mags Phillips are health and social care occupational therapists (OTs) with the Sudbury integrated neighbourhood team. They saw an opportunity to turn an unused patch of ground at Sudbury Community Health Centre into a therapy garden, for the benefit of their patients and colleagues.

Giving up their own time to clear the site during the winter, they set about creating a garden which could be managed by people with different physical abilities. Finances were needed to develop the scheme, so they embraced new skills to seek funds from a variety of sources.

After successfully applying for start-up funds from the Friends of the West Suffolk Hospital and My WiSH Charity; they won two awards from the Royal College of Occupational Therapy, which provided further money.

The work has developed, as has their ability to link up with local firms – such as garden centres – and charities – such as Men's Shed – to support the project. They have also shared learning and good practice with colleagues.

The garden provides patients, who can be isolated and lonely, with therapeutic activity in the open air to promote physical and mental health and wellbeing.

Clinicians see an increase in strength, mobility, dexterity and confidence, all leading to greater independence and improved quality of life.

Target

Turn an unused patch of ground at Sudbury Community Health Centre into a therapy garden, for the benefit of patients and colleagues.

Impact

The garden provides patients, who can be isolated and lonely, with therapeutic activity in the open air to promote physical and mental health and wellbeing.

Impact

Clinicians see an increase in strength, mobility, dexterity and confidence, all leading to greater independence and improved quality of life.

Ambition: Responsible with resources

Deliver a financially responsible and sustainable organisation

We are committed to achieving financial sustainability as a foundation for delivering safe, high-quality care.
This means maximising value for money for the public, ensuring every pound spent contributes to better outcomes. It means improving efficiency and productivity, while protecting the quality and safety of care. We must maintain our assets, including buildings, equipment, and digital infrastructure, so they remain fit for purpose. It's crucial that we recognise that financial sustainability is not just the job of our finance team — it's a collective effort across the organisation. Finally, we will be transparent and fair, especially when difficult decisions are required, and support staff through change with compassion.

Strategic outcome

Achieve the best possible value for money for taxpayers.

Strategic priorities

- Achieve a long-term sustainable financial position
- Instil shared responsibility for managing all our resources wisely
- Make efficiency and productivity improvements.

Strategic measures

Lead metric

Improvement in implied productivity for the Trust.

- Sustainable financial position delivered
- Percentage of cost improvement plan (CIP) plan delivered
- Score in NHS Oversight Framework
- Reduction in specific spend categories including temporary staffing
- NHS reference cost score
- Percentage of budget holders trained in financial management.

What does great look like for our patients and families?

- Every pound is spent wisely to improve care, so patients and families get the best possible value
- Buildings, equipment, and technology are kept up to date, helping ensure care is safe and fit for the future
- Even as we work more efficiently, the focus stays on delivering kind, high-quality care that meets people's needs.

What does great look like for our staff?

- Staff know the organisation is well-managed and financially stable, helping protect jobs and services
- Resources are used effectively so staff have the right tools, equipment, and training to deliver great care
- Staff are involved in changes, treated with respect, and supported through decisions that affect their work.

What does great look like for our partners?

- Partners can rely on a well-run organisation that uses public money responsibly and protects the quality of care
- Clear financial planning and shared goals make it easier to work together on long-term improvements and service transformation
- Partners are engaged in open conversations about priorities, trade-offs, and how to get the best value for communities.

Case study

Producing chemotherapy in-house saves £150k

As part of the Trust's ask on all teams and colleagues to consider whether we're getting the best value for money in their area, pharmacist Terry Arnott and colleagues in the pharmacy production unit spotted the potential savings to be made by bringing the production of chemotherapy back in house rather than buying it in.

What we did...

As part of the Trust's ask on all teams and colleagues to consider whether we're getting the best value for money in their area, pharmacist Terry Arnott and colleagues in the pharmacy production unit spotted the potential savings to be made by bringing the production of chemotherapy back in house rather than buying it in.

Without enough staff for the number of patients requiring treatment, the team historically bought outsourced chemotherapy to ensure their activity complied with safety regulations. A review of their spending, however, revealed the cost of outsourcing was significantly higher than increasing the in-house resource to prepare these medicines.

Funding for two additional members of production unit staff was agreed, which will save the Trust an estimated £150,000 per year and provide new training and development opportunities within the team.

Terry, pictured left on the previous page, said: "We feel proud to have done something that not only makes a saving but also benefits the team. Our knowledge and expertise was trusted and we were given the support to make a positive change."

Target

Potential savings to be made by bringing the production of chemotherapy back in house.

Impact

Funding for two additional staff members agreed, saving the Trust an estimated £150,000 per year.

Impact

New training and development opportunities provided within the team.

Ambition: Fit for tomorrow

Deliver health and care services that are fit for the future

We are committed to building an organisation that is not only fit for today, but prepared for tomorrow. Our ambition to future proof the Trust means investing in prevention, so we reduce avoidable illness and support healthier lives. We must embrace innovation, including digital tools, data-driven care, and new models of care. It's important we build our resilience by strengthening our infrastructure, workforce, and partnerships. Given the once-in-a-generation opportunity to build a new hospital, we must prepare for major change, with the flexibility to adapt to new challenges and opportunities. Finally, we must act sustainably, so we protect our environment, our resources, and our people for the long term.

Strategic outcome

A forward-thinking Trust with the agility to seize the opportunities of the future.

Strategic priorities

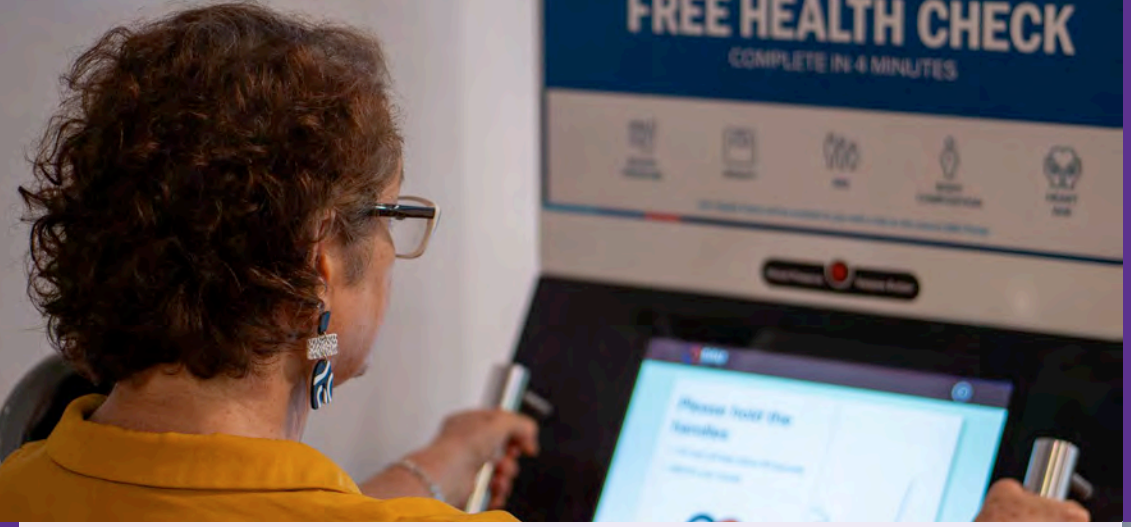
- Accelerate the adoption of technology to enhance our services
- Improved access to data to enhance decision-making
- Modernise the way we work to free up time for colleagues.

Strategic measures

Lead metric

Improvement in the digital maturity score of the Trust.

- Hours saved through modernised working
- Patient uptake of Patient Portal
- Staff satisfaction with digital implementations
- Percentage of managers reporting that they have access to appropriate data to support decision making
- Percentage reduction in carbon emissions delivered
- Total Gross Internal Area of estate per Worked Activity Unit.



What does great look like for our patients and families?

- New technology and better data help make care more efficient, easier to access, and tailored to individual needs
- More focus on prevention and early support means fewer avoidable illnesses and better long-term health
- Patients benefit from modern infrastructure, strong local services, and a system ready to adapt to future challenges.

What does great look like for our staff?

- Staff save time and effort through modern tools, better data, and more efficient systems
- Staff are equipped to handle change, with training, innovation, and opportunities to shape new ways of delivering care
- Staff work in a resilient organisation that invests in its people, technology, and infrastructure to be ready for tomorrow.

What does great look like for our partners?

- Partners work with a Trust that's planning, embracing innovation, and ready to meet future challenges together
- Partners benefit from better access to digital tools and information that support joint decision-making and service improvement
- Partners can collaborate on new technologies, models of care, and approaches to prevention that improve services and outcomes for patients.

Case study

Patient Portal supports patient experience

With upgrades to the Trust's Patient Portal in autumn 2024, registration now stands at nearly 60,000.

What we did...

Designed to make managing health information easier and more convenient, the portal provides an enhanced experience, allowing patients using acute hospital services to access their health information whenever and wherever they need it.

The portal currently supports patients with:

- **appointments and messaging** including details about future appointments with option to cancel if needed, SMS appointment reminders, and any relevant health questionnaires
- **test results** including numerical laboratory results, radiology reports and pathology reports (both visible with a three-week delay)
- **health records** including allergy information, procedures, document access to clinic letters and inpatient discharge summaries (from 12 February 2018 onwards), obstetric ultrasound reports, and notes such as maternity bookings, ongoing assessment, antenatal and postnatal discharge information.

Fully integrated with both our acute electronic patient record, offering two-way updates to and from the patient record, and the NHS App for appointment reminders and digital questionnaire support, patients can use their NHS login account to access the portal, as a user of this service.

Ongoing developments include expansion of digital health questionnaires, waiting list management via SMS messaging and enhanced appointment rescheduling.

Impact

The Patient Portal allows patients using acute hospital services to access their health information whenever and wherever they need it.

Impact

The portal is fully integrated with our acute electronic patient record and the NHS app.

Impact

Ongoing developments include SMS waiting list management and enhanced appointment rescheduling.

Delivering our strategy

We'll take a disciplined approach to prioritisation — focusing our energy and resources on the areas that will have the greatest impact for patients, staff, and partners.

This strategy will be supported by several 'enabling' strategies — including digital, workforce, and finance. Delivering this strategy will require significant change — across services, systems, and culture.

Our approach to change will include:

- Patient, staff, and partner engagement and co-production, ensuring those closest to services shape how change happens
- Building our capacity and capability for change, including quality improvement training, tools, and support for teams leading transformation
- Ensuring that change is inclusive and compassionate, recognising the emotional impact of transformation and supporting our people through it.

Our Board will oversee the delivery of this strategy, ensuring alignment with our values, statutory duties, and our partners in the Integrated Care System.

Strategic ambitions will be embedded into Board sub-committees, with regular reporting to track progress and assess risk.

We will also develop a refreshed performance framework, linking our five strategic ambitions to measurable quality, finance, and workforce outcomes.

Our action plan

High quality care

- Deliver refreshed clinical and care strategy
- Deliver refreshed quality strategy
- Deliver national Planning Guidance requirements
- Develop delivery plan against Core20Plus5 groups
- Support personalised care planning, shared decision-making, and patient empowerment
- Work closely with patients, families, and carers to develop our services
- Implement approach to continuous quality improvement.

Joined-up services

- Take an inclusive approach to develop services with all our partners
- Enhance and accelerate our partnership working with primary care
- Develop integrated neighbourhood health and care services with all partners, including mental health, social care, and the voluntary, community, faith and social enterprise sector
- Deliver Sustainability Review recommendations with ESNEFT and the Integrated Care Board
- Develop appropriate mechanisms that enable us to improve collaboration with partners including asset sharing
- Empower our people to resolve operational barriers between organisations
- Maximise opportunities to expand our autonomy as a Foundation Trust.

Empowered to improve

- Deliver a medium-term workforce plan
- Develop an improved workforce ‘offer’ for colleagues
- Improve communication and engagement with colleagues
- Strengthen divisional and service leadership structures
- Enhance the Trust’s approach to equality, diversity, and inclusion
- Implement a balanced ‘performance framework’ for colleagues
- Remove non-value-added processes to free-up staff time
- Ensure our facilities are accessible for colleagues with disabilities.

Responsible with resources

- Deliver a medium-term financial plan
- Work with commissioners to incentivise transformation
- Implement rigorous financial control processes
- All services complete a service line review of their productivity
- Review all services' contract specifications
- Embed a sustainable Trust-wide approach to CIP delivery
- Develop our commercial approach to maximise income generation
- Improve corporate systems to enhance decision-making and reporting
- Improve financial training for staff.

Fit for tomorrow

- Work closely with partners and the New Hospital Programme to prepare for our new hospital
- Deliver modernised working practices through digital transformation to improve quality, reduce costs, and free-up time, whilst being mindful of the risk of 'digital exclusion' that could affect some patients
- Strengthen innovation, research, and development
- Continually improve our infrastructure including estate, environment, and equipment to provide the best possible facilities for patients
- Improve access to information to support local decision-making
- Take a system approach to planning services with our partners
- Ensure patients are empowered to take control of their health
- Deliver our Green Plan
- Develop our role as an 'anchor institution'.

Our roadmap for success

Our three-year roadmap, 'recover, renew, reimagine', outlines some of the defining activities we must start in each of the next three years of our strategy.

We will use 'recover, renew, reimagine' in our internal communications to help describe to our colleagues what we are doing, when we are doing it, and how we are progressing.

Recover

- Deliver significant improvements in quality and performance
- Deliver priority improvements for our valued colleagues
- Establish long-term change projects and launch our approach to continuous improvement
- Embed our Trust-wide approach to efficiency and productivity
- Refresh our strategies and plans.

Renew

- Launch high impact service changes for those patients with the greatest needs
- Launch services to help shift care 'closer to home'
- Accelerate adoption of digital technologies
- Develop new ways of working with our partners to enhance collaboration
- Deliver a near-balanced financial position.

Reimagine

- Scale-up new services to improve outcomes and manage demand
- Embed new ways of working with our partners
- Deliver a digitally advanced organisation with modern working practices
- Commence construction of our new hospital
- Deliver a balanced financial position.

2025 - 2026 → 2026 - 2027 → 2027 - 2028

Our values and behaviours

Our FIRST values

At the heart of WSFT are shared values that guide everything we do — for our patients, our people, and our communities.

These values are not just words; they are the foundation of our culture and the behaviours we expect from every individual across our organisation.

Fairness	**We value fairness and treat each other appropriately and justly.**
Inclusivity	**We are inclusive, appreciating the diversity and unique contribution everyone brings to the organisation.**
Respect	**We respect and are kind to one another and to patients. We seek to understand each other's perspectives so that we all feel able to express ourselves.**
Safety	**We put safety first for patients and staff. We seek to learn when things go wrong and create a culture of learning and improvement.**
Teamwork	**We work and communicate as a team. We support one another, collaborate and drive quality improvements across the Trust and wider local healthcare system.**

The FIRST values are borne out of our commitments to equality, diversity, accessibility and inclusion for every person connected to the Trust. Our ambition is to truly live these values every day, in every way, and through this becoming the best place to work and receive care in the region.

Our values guide how we treat people and how we work together as one. They influence how we respond to adversity, how we learn from mistakes, and how we celebrate success. At times we may need to make difficult decisions, we may need to change direction, and we will need to respond to unexpected challenges. By championing a culture where the right behaviours are recognised and reinforced, we create the conditions for safer, more compassionate, and more effective care.

We are committed to placing values and behaviours at the centre of our strategy — not as a separate initiative, but as a golden thread running through every action and decision we take. It is through living our values every day that we will build the kind of Trust we all want to be part of for the communities we serve.

Values and behaviours framework

	How this feels	How we behave
Fairness	• We are treated equitably, not identically • We neither benefit nor suffer from favouritism • Our access to development and progression is based on merit.	• Respect differences and value diversity • Speak up to address unfair behaviours or treatment • Consider how our actions affect others and be accountable for our behaviours.
Inclusivity	• Equality, diversity and inclusion is supported actively • We listen to and learn from colleagues' lived experiences with curiosity • Everyone feels valued and able to contribute fully.	• Support inclusion and a sense of belonging for all • Recognise and celebrate different perspectives • Continuously develop own understanding of bias and inclusivity.
Respect	• Civility, compassionate and respectful behaviour are promoted within and across teams • Colleagues and patients feel listened to and heard • Diverse thinking and differing perspectives are welcomed.	• Treat others as they wish to be treated • Show respect and care to colleagues, patients and families • Help each other during challenging times.
Safety	• We feel pride in the care we provide • Our health and wellbeing is an organisational priority • We feel safe voicing concerns and promote a culture of improvement rather than blame.	• Work with integrity, safely following guidelines and instructions • Support new ideas and ways of working, being flexible in approach • Speak up and report unsafe behaviours.
Teamwork	• We are supported and encouraged to work together • We have a shared purpose • Collaborating with wider teams and health systems helps us achieve better outcomes.	• Support others helping those who are struggling • Value and seek input from all team members • Celebrate success and achievements and build a positive team spirit.

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