

West Suffolk NHS Foundation Trust

Our strategy 2021-2026



Putting you first



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Foreword from chief executive and chair

In many cases, people have the right to choose where they receive NHS treatment. In addition, NHS staff can choose where and what NHS trust to work for. Our ambition is to be the first choice NHS provider for our patients, our people and our community and to prepare for the future health and care needs of our local population.

Since we published our last strategy in 2015, [Our Patients, Our Hospital, Our Future, Together](#), West Suffolk NHS Foundation Trust (WSFT) has changed a lot. We are no longer just a hospital; we now work across two hospitals, a wide range of community locations, in people’s own homes, in a GP surgery and in a reablement unit in a care home, where we offer temporary care after you are discharged from hospital. Over the past five years, there have been many highs and lows and there are both challenges and opportunities on the road ahead.

First and foremost, we are an organisation rooted in, and faithful to, our community. We are staffed by people living and involved locally, looking after local people, doing our best for each other. It is your families and ours who we have the privilege and pleasure of caring for.

The last 18 months has been an unprecedented time for all of us. COVID-19 has turned our lives upside down and has had a huge impact on the NHS. COVID-19 is by far the worst of many events that WSFT has experienced over the past five years. For many people it has been the worst time of their lives. Yet it has shown us that we can succeed, and that as long as we work together and look after each other, we can get through the tough times. We are proud to be part of the West Suffolk team.

As we look forward to better times, we know there is a lot of work ahead. We need to recover and repair, acknowledging our high emergency department and inpatient demand alongside dealing with our elective surgery waiting lists and working through our planned estates maintenance programme.

We will listen, and keep improving. We will celebrate success, and strive to learn from the things that go wrong.

The next five years will see more change, more uncertainty, yet we have real opportunities to transform how we provide care across our hospital and community services. We are delighted that the Trust has been named as one of 40 to benefit from the Government’s New Hospital Programme. With the West Suffolk Hospital coming to the end of its life, a new healthcare facility is much needed and will help us to continue to deliver high quality, safe care for our patients and our community well into the future.

As we embark upon the next five years, we set out clearly in this strategy our future ambitions and how we are going to achieve them. We are grateful to the broad range of people who helped shape this strategy, both in the Trust and more widely.

Putting our patients, our people and our community first, is what drives us. Together, we hope we will look back in 2026 and feel proud of our efforts and successes.

Craig Black, interim chief executive and Jude Chin, interim chair

Future direction

Vision:
To deliver the best quality and safest care for our local community

Ambition:
First for patients

- Collaborate to provide seamless care at the right time and in the right place
- Use feedback, learning, research and innovation to improve care and outcomes.

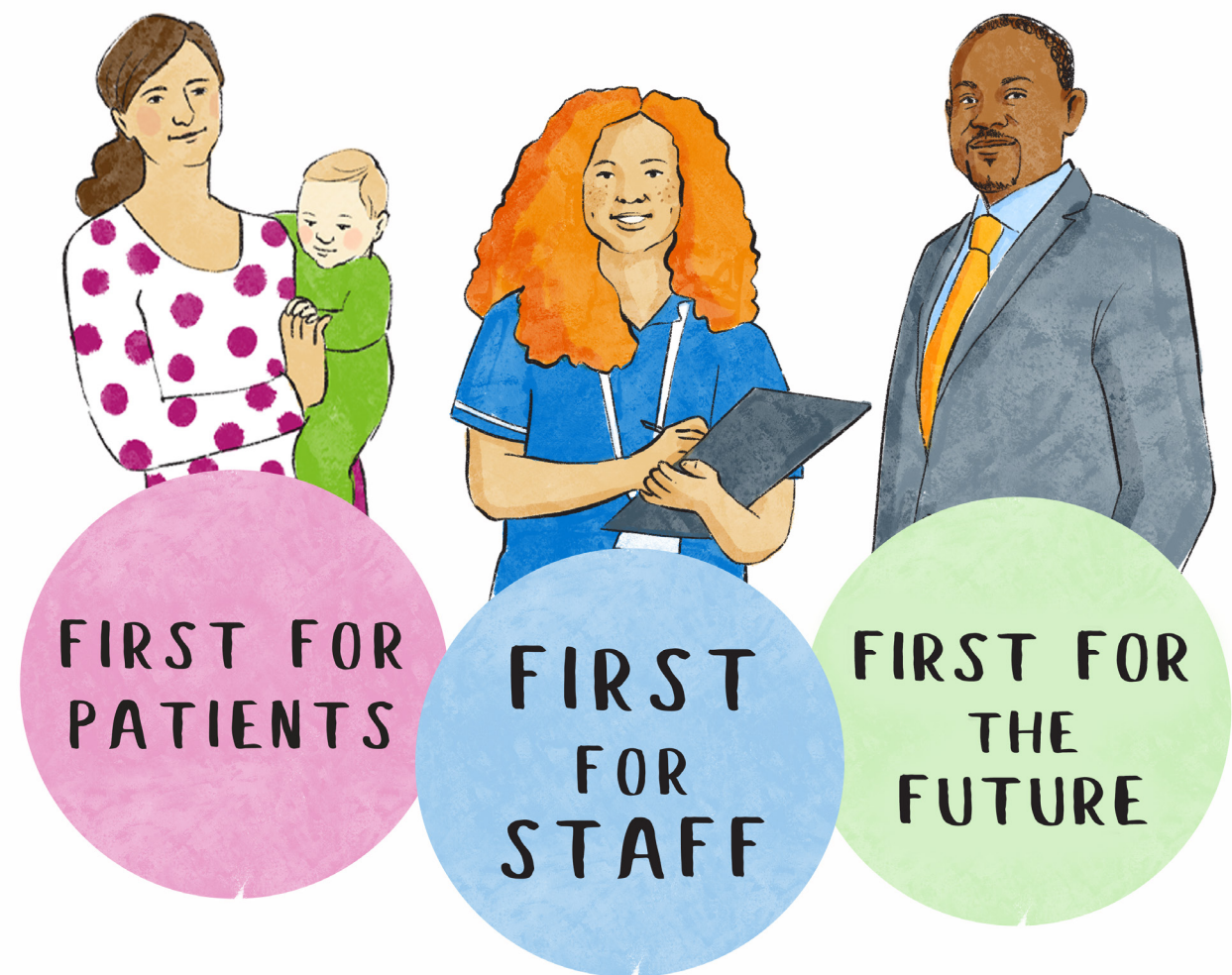
Ambition:
First for staff

- Build a positive, inclusive culture that fosters open and honest communication
- Enhance staff wellbeing
- Invest in education, training and workforce development.

Ambition:
First for the future

- Make the biggest possible contribution to prevent ill health, increase wellbeing and reduce health inequalities
- Invest in infrastructure, buildings and technology.

Powered by our First Trust Values
Fairness • Inclusivity • Respect • Safety • Teamwork



The West Suffolk NHS Foundation Trust

The Trust in numbers

A typical year pre-Covid-19: April 2019 – March 2020	
280,000 catchment population	78,892 attendances at the emergency department
4,353 staff	15,594 operations per year
6,296 public and 5,196 staff foundation trust members	264 people looked after at the end of their lives
2,367 babies born	341,965 visits to outpatients
225,166 contacts with patients through community services (including face to face, telephone and email)	

Who we are and what we do

The West Suffolk NHS Foundation Trust (WSFT) provides hospital and community services to a population of around 280,000 people. Services are delivered over a largely rural geographical area of roughly 600 square miles.

The catchment area extends beyond Thetford in the north and Sudbury in the south, to Newmarket to the west and Stowmarket to the east. It serves the population of the west of Suffolk and parts of the neighbouring counties of Essex, Cambridgeshire and Norfolk.

The West Suffolk Hospital is the location from which the Trust provides a full range of acute and secondary care services. This includes an emergency department, maternity and neonatal services, a day surgery unit, eye treatment centre, Macmillan Unit and children's ward. It has approximately 500 beds in total and is a partner teaching hospital of the University of Cambridge.

Outpatient clinics and some diagnostic services (x-ray and ultrasound) are provided from a number of outreach sites including Newmarket, Botesdale,

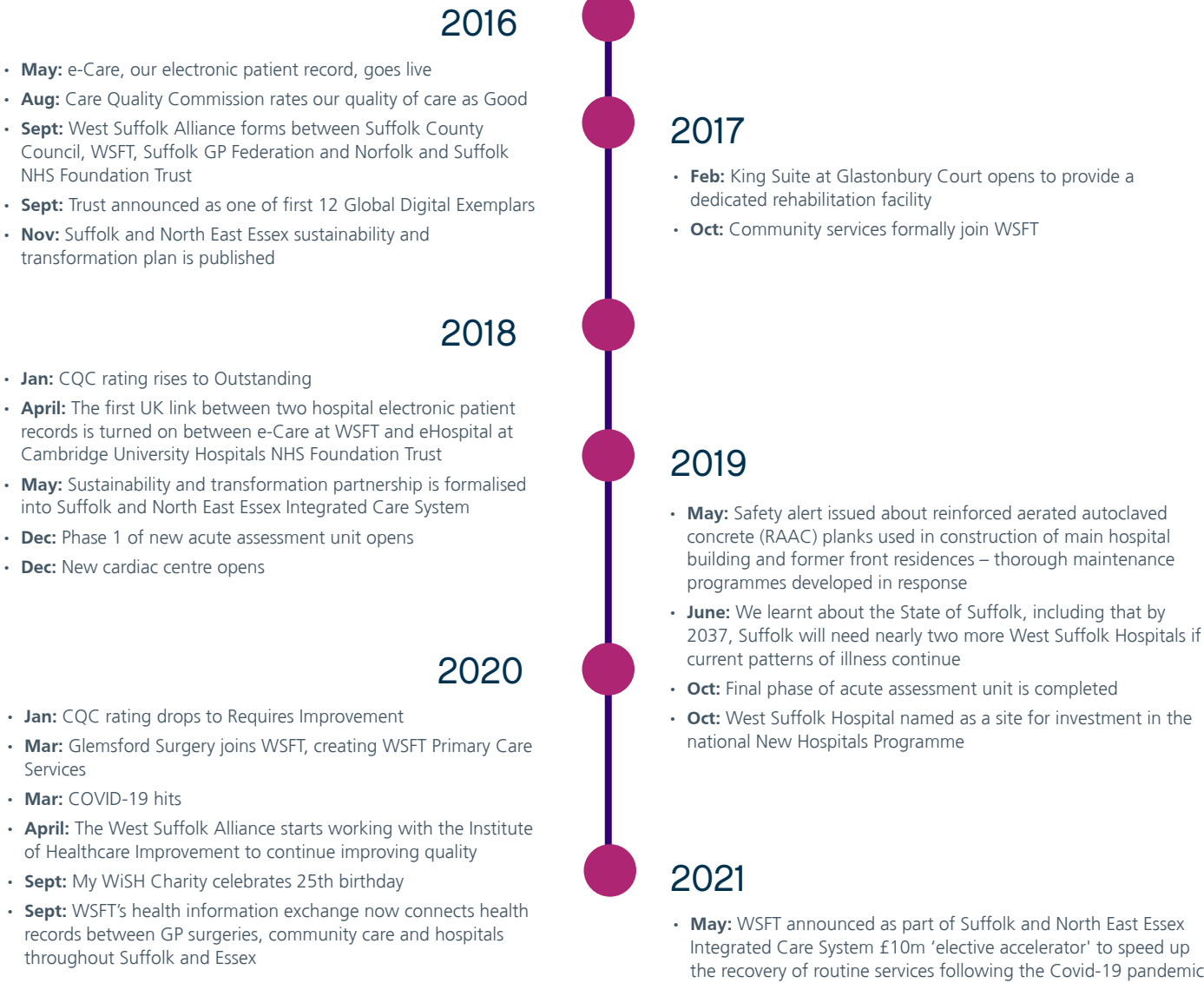
Thetford, Stowmarket, Haverhill and Sudbury. The Trust provides community services for the residents of west Suffolk through the West Suffolk Alliance with Suffolk County Council, Suffolk GP Federation and Norfolk and Suffolk NHS Foundation Trust. A range of nursing and therapy services and specialist services are provided in patients' own homes, health centres and community buildings. The community paediatric service operates across Suffolk.

Ongoing temporary care and rehabilitation services are provided with 20 inpatient beds at Newmarket Hospital, alongside facilities for other services. A further 20 reablement beds are commissioned from Care UK at Glastonbury Court, a care home in Bury St Edmunds, and staffed by WSFT nursing and therapy teams. In addition, we can share the use of 10-14 temporary care beds at Hazell Court in Sudbury.

The Trust is one of the largest employers in the area, employing nearly 5,000 staff.

Since April 2020, the Trust has also provided primary care services at Glemsford Surgery via a sub-contracting arrangement with the existing GP partners.

The last five years



What our community thinks of us

In 2020:

- 94% of patients recommended WSFT as a place to receive care
- 83% of staff recommended WSFT as a place to receive care
- 74% of staff recommended WSFT as a place to work.

Clinical achievements

- The endoscopy, radiology, housekeeping, catering, IT department and the Macmillan Unit all hold national accreditations for excellence
- We regularly receive top A grade in overall assessment by the Sentinel Stroke National Audit Programme
- Best for hip fracture care 2017, 2018, 2020 (England, Wales and Northern Ireland) according to the National Hip Fracture Database.

The impact of the COVID-19 pandemic

Across the country, the COVID-19 pandemic brought the tireless work of the NHS into sharp focus.

Our staff worked in uncertain, unpredictable circumstances, going above and beyond every day. We strained every part of our systems, processes and resources to serve the sickest in our community.

What has become more apparent through this unparalleled time is our resilience and determination to look after our patients and community in the best way we can. Day-in, day-out, our staff strive to deliver the best possible care for our patients.

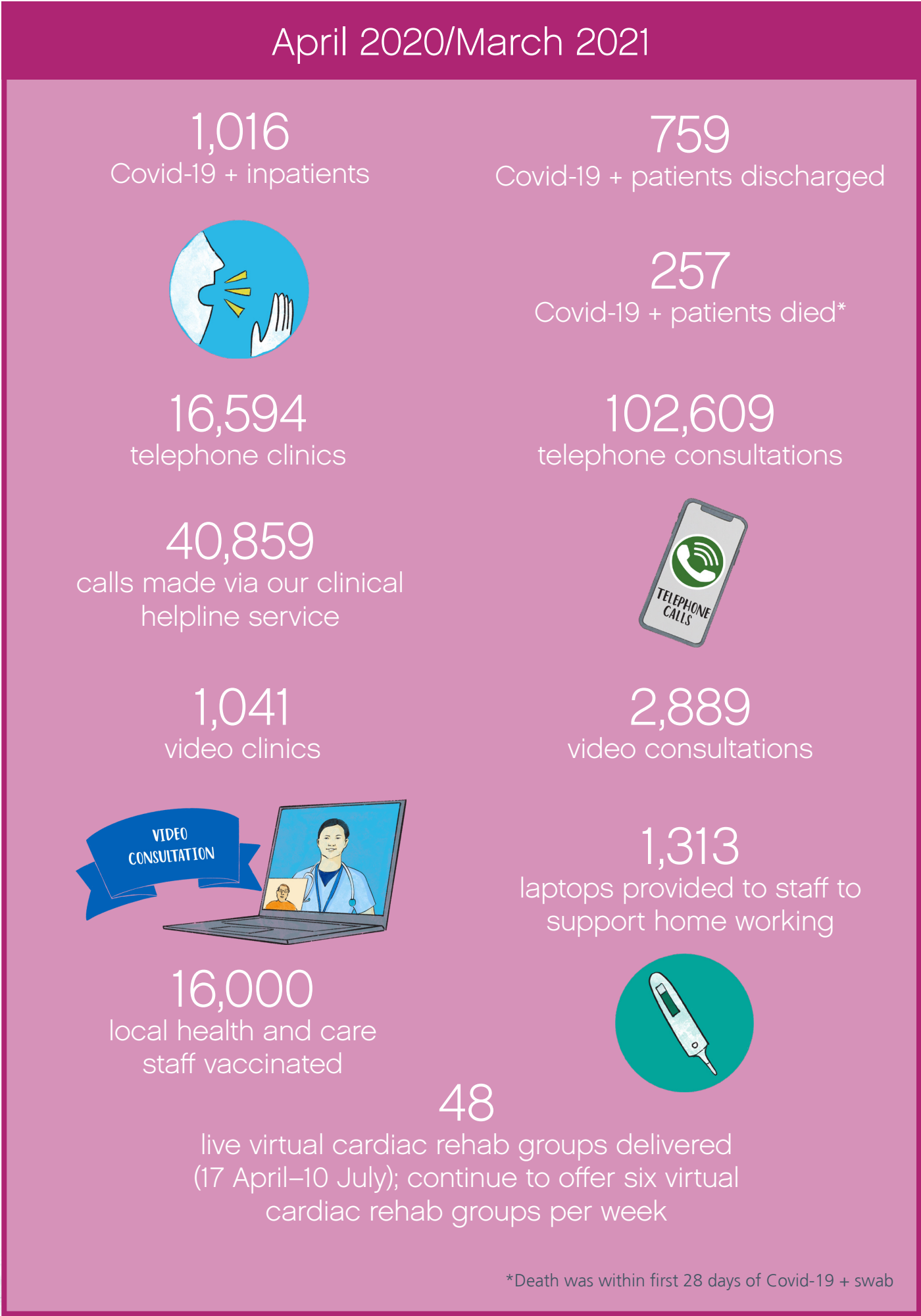
There is no doubt that the pandemic has taken its toll on our staff and services. For many this period has been the worst of their lives. However, despite this they have stepped up to care for the sickest and most vulnerable in our community in extremely difficult circumstances.

As we cautiously move into a period of recovery, we are working hard to restore services affected by the pandemic. Our waiting lists grew longer as we had to pause services to focus our efforts on Covid-19. We know this is upsetting for patients – as well as our staff who want to do their best for people in their care.

As part of the Suffolk and North East Essex Integrated Care System we have been awarded funding and extra support to implement innovative ways to increase the number of elective operations.

This work is not just about doing more of the same, but also thinking about how we diagnose, treat, and monitor our patients in ways that maximise our efficiency. For example, rather than bringing every patient in for routine review at set periods, we may offer individual support plans with a mix of in-person appointments, online consultations, and patient-led recovery techniques and support. This is better for patients, and means our staff can focus time on the patients who need it the most.

We will continue to do all we can to work our way through these waiting lists and provide the care our community needs.



Case study: Helping staff wellbeing through the pandemic

Looking after our staff has never been more important. At the start of the pandemic, a staff support psychology team was put in place to provide extra emotional and mental wellbeing support for colleagues across the Trust.

Led by consultant clinical psychologist Emily Baker, the team is made up of highly trained mental health workers, offering sessions for individuals and teams throughout the week.

Through the pandemic, the team have seen over 625 members of staff in a range of roles and have run over

150 group sessions and online sessions for all staff on issues such as managing anxiety and sleeplessness.

Emily explains: "Our main message is that it's ok not to be ok. We are here to help staff across the organisation with their wellbeing. We offer support with issues such as sleeping or coping with negative thoughts.

"We've found that a lot of the concerns staff have are from a mixture of challenges outside of work combined with the increased demands of working in the NHS during the pandemic. I'd like everyone to know that we're only a message away and as a Trust we're one team and in this together."

Case study: Connecting patients with families and friends

The West Suffolk Hospital's keeping in touch service was launched in April 2020. The aim was to help family and friends to contact loved ones who were in hospital during the pandemic.

With lockdowns and tighter visiting restrictions, the Trust's **keeping in touch** service used technology to bring people closer together even though they, physically, had to be kept apart.

Not only were benefits felt by patients and family members but ward staff could also see the difference the calls made to their patients.

Having fallen whilst at home, Jackaleen, 91, came into our care at West Suffolk Hospital. 3,000 miles away in the USA, her daughter, Lisa, and grandchildren, Emily and Katie, were very worried.

Lisa and the family were able to have video calls with Jackaleen during her stay through our keeping in touch service.



Having had several video calls during her mum's stay Lisa said: "The keeping in touch team is a gift from heaven. Everyone in the team, including Dawn, Livvy, Chloe, Lauren and Natalie, went above and beyond loving and caring for us all. They all loved my mum during her stay, they were all so wonderful."

Case study: Keeping families updated on loved ones in hospital

Our clinical helpline, launched in April 2020 following the national suspension of visiting in hospitals, took more than 40,000 calls in its first year.

Just one week into the first UK lockdown, the patient experience team saw the difficulty visitor restrictions were having on patients and relatives. They came up with the idea of helping loved ones stay up to date with hospital care and helped set up a team, each member with a clinical background, to run a virtual helpline.

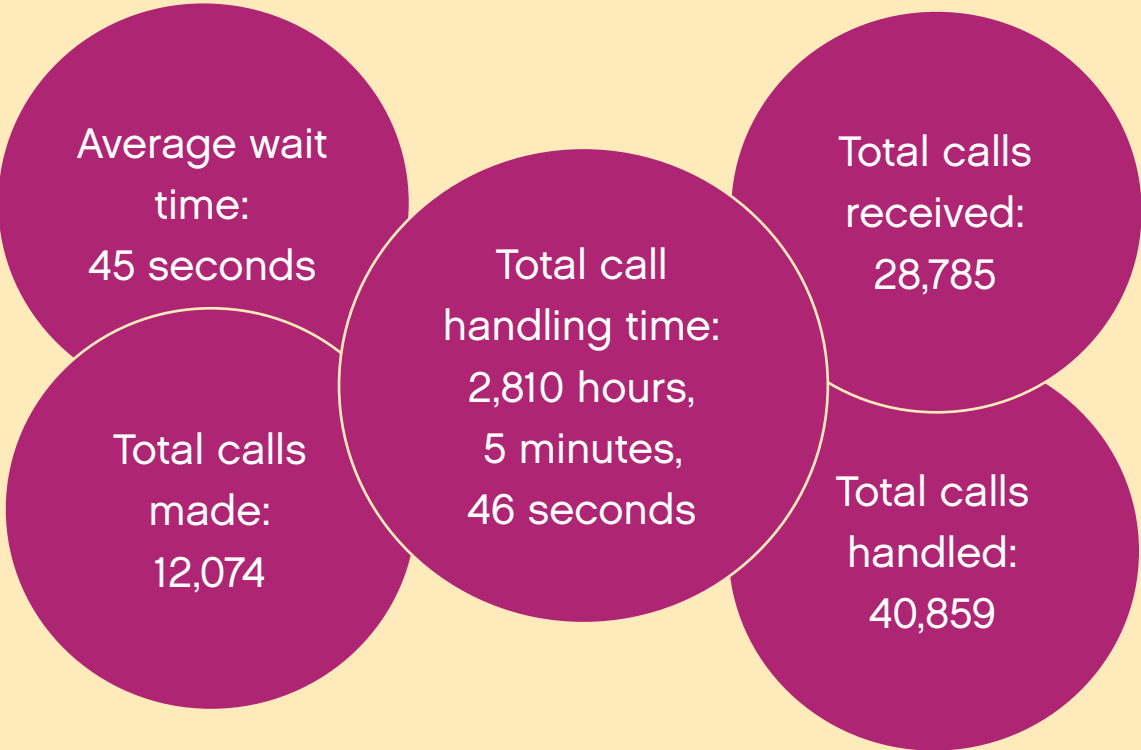


Having a separate helpline for families to get updates on loved ones in our care meant ward staff were able to spend more time caring for patients. The team could access e-Care, our electronic patient record, to keep up to date with the latest diagnoses and care being provided, giving families regular updates.

Trust head of patient experience Cassia Nice said: "Our clinical helpline was a true team effort and we couldn't have done it without our amazing helpline clinicians. Helpline staff have offered support during a time of uncertainty, assisting relatives and carers to make sense of what they are being told."

A family member of one patient said of the service: "After my father was admitted with a fractured hip I was able to get daily updates on his condition and care from the fantastic helpline team. It has been extremely reassuring. The benefits are immense as it takes the pressure off the ward staff. I, the caller, get someone knowledgeable at the other end of the phone very quickly. It has taken away a lot of stress."

The success of the helpline means the Trust will continue with the service even after visiting restrictions have been fully relaxed.



What's changed?

The national picture

Nationally, the NHS is being asked to focus on various ways to improve the care we provide and make sure that everyone gets the best possible experience of the NHS.

The [NHS Long Term Plan](#) says we need to:

1. Modernise the way we work and rely less on hospitals and giving people more control over their own health and where they receive their care.
2. Do more to prevent illness and reduce inequalities in health experienced by different groups of people.
3. [Improve the quality of our care and the outcomes](#) for the people we look after. We should especially focus on children and young people, those with cardiovascular disease, stroke, diabetes, respiratory disease, mental health problems, or cancer, and people waiting for an operation. We should use more research and innovation to get there.
4. [Recruit more staff](#) into a wider variety of jobs, and everyone needs to feel [happy and valued](#) in their work.

5. We should make the most of everything the [digital world](#) can offer us.
6. We need to keep [living within our means](#), both in terms of money and [how green we are](#).

We also need to adapt to the threat of new and untreatable infectious diseases ever present in the background.

To achieve all these things and more, the public, private and voluntary sector organisations which help to look after people’s health, care and wellbeing, have started working more closely together. The Trust is a member of two groups in particular – the West Suffolk Alliance and the Suffolk and North East Essex Integrated Care System. Both groups have published their own strategies in the past five years.

This new strategy of our own reflects the ways in which we are working with them towards two common aims: improving the health of our community and reducing inequalities.

New local partnerships – what are they?

The West Suffolk Alliance and the Suffolk and North East Essex Integrated Care System (SNEE ICS / Can Do Health and Care) are agreements between local organisations to work more closely together to make sure people get the best possible care. There is a long history of health and care organisations working together to make sure people get the best possible care. For example, by being a member of the East of England Cancer Alliance, we make sure our cancer treatment stays at the cutting edge.

As members of the West Suffolk Alliance and SNEE ICS, we have signed up to working more closely with local organisations such as councils, volunteer groups, leisure centres and GPs. We call this

‘integration’ and refer to working as a ‘whole system’ to improve health and care. Together we consider the wider determinants of health – be that social issues, deprivation, inequalities or mental health.

The SNEE ICS covers a broader geography (Suffolk and North East Essex) and the West Suffolk Alliance focuses on a more local footprint to ensure we drive meaningful integrated services to our local population.

We know what our local people need because the Suffolk County Council Health and Wellbeing Board finds out through local health data research and engagement with local people.



What does this mean for our patients?

At the points in your life that you need the care of our specialists:

- We'll look after you in the way that you need, when you need it, in the place that is best for you
- We'll be as joined up as we can with everyone else who looks after you.

What does this mean for our staff?

In many of our services we are working more collaboratively with staff from our partner organisations to provide the right service in the right place at the right time for our patients and members of our community.

We are changing the way we are working and joining up our care in ways that better meet the individual needs of the people we serve.

Our vision, ambitions and values

Our vision

To deliver the best quality and safest care for our community.

By putting our patients at the heart of our services, and working as part of the West Suffolk Alliance and the Suffolk and North East Essex Integrated Care System, we can make the greatest possible contribution to prevent ill health, increase wellbeing and reduce health inequalities.

This is our vision because:

- that is what our community needs and expects from us
- our staff want to deliver the highest quality care
- if we focus on quality and safety, then everything else will follow.

Our ambitions

To achieve our vision, our strategy is focused on three key ambitions.

- First for patients
- First for staff
- First for the future.

You can read more about these in the following pages.

Our values

Our First Trust Values are powering our vision and ambitions.

Our First Trust Values are the guiding principles and behaviours which run through our organisation and will help us deliver our vision and ambitions in the right way.

We will use them to always strive to improve the services we provide to our community and the way that we work as a team and with our partners.

To reflect the changes the Trust has been through in recent years, we have updated these values to reflect the evolution of the organisation, the journey it is on and the culture we are striving to create across the Trust.

Powered by our First Trust Values

Fairness • Inclusivity • Respect • Safety • Teamwork

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 health system.

Ambition: First for patients

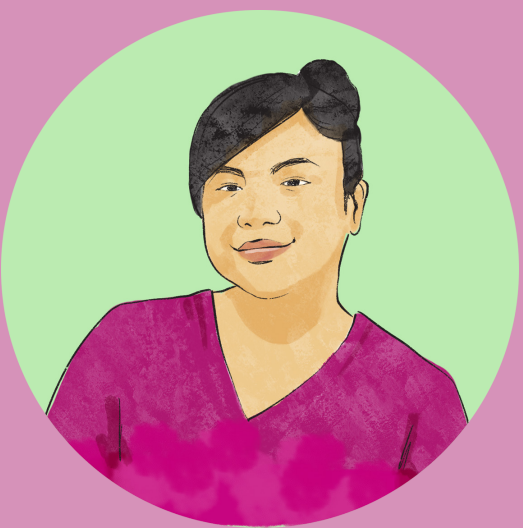
FIRST FOR PATIENTS

Executive leads – chief nurse and director of integrated community health and adult social care

Our patients are at the centre of everything we do. The quality of care that we provide to them is our driving force. We strive to deliver the best patient outcomes and patient experience in the most appropriate setting available. We are committed to joining up services locally, collaborating with our partners and supporting our staff to make continuous improvements – no matter how big or small – that challenge us all to raise our standards.

Collaborate to provide seamless care at the right time and in the right place

- We will strive to provide a seamless experience, with good communication from beginning to end
- We will treat everyone with dignity and respect, and as quickly as possible
- We will continue to adapt to the presence of COVID so we can provide services without putting anyone at unnecessary risk of infection
- We will join up more care with our neighbouring organisations, following the [West Suffolk Alliance strategy](#)
- We will provide more care in people's own homes and in their local areas.



Use feedback, learning, research and innovation to improve our care and outcomes

- We will ensure patients and families can share their experiences, positive and negative, to help us improve through our [experience of care strategy](#)
- We will give everyone the tools and support they need to put quality and safety first, by:
 - making sure everyone has the confidence to raise concerns and to make changes when things go wrong
 - applying our safety and learning strategy to drive forward continuous improvement
 - training more staff in quality improvement methods, human factors and ergonomics
- sharing learning internally and looking outwards to learn from others
- taking care with how we use our money, staff, equipment and buildings, so we can continue to afford to invest in better care
- We will keep the good things that have come out of the Covid-19 pandemic, like the keeping in touch service
- We will do more clinical and non-clinical research, involving patients and members of the public
- We will support and celebrate new ideas and innovations in all parts of the Trust and across all teams.



Case study: Helping patients recover at home

An innovative pathway joining up health and care services supports people to be cared for at home.

Pathway One is an integrated way of working that helps with the safe and timely transfer of patients from the West Suffolk Hospital to their own home.

From May 2019 to March 2021, almost 1,425 patients went home with a Pathway One referral, with their care transferred to our community therapists. Recently the service reached its target of achieving 100 discharges in a month. Overall, the pathway has saved almost 3,000 bed days at the hospital, and ensured people can achieve as much independence as possible at home whilst getting the care they need.

Responsive services team lead Jenny McCaughan said: "The patient benefits under this way of working because pathway one helps remove steps and delays in getting patients back to their homes and reduces risks associated with remaining in hospital. It gives the power back to the patient, and gives them a voice so that their individual needs can be met."

Once at home the patient is fully assessed and is seen by their local community health team from day one, who regularly evaluate the best care for the patient going forward.

The service is a West Suffolk Alliance example of hospital and community teams working with our social care colleagues from Suffolk County Council and its Home First team for the benefit of patients.

Case study: Improving care and outcomes for patients

The Trust is on a journey to develop its culture. As part of this we are continuing our work to embed quality improvement (QI) throughout the organisation to improve quality of care and outcomes for patients.

We are creating a quality and safety framework that supports staff at all levels to build their QI skills, and explore and identify QI opportunities where they identify problems, test ideas to improve outcomes and learn from the results. Quality improvement can be used for almost any project, big or small, clinical or non-clinical and is an ongoing process.

In addition, we are taking part in the national **Patient Safety Incident Response Framework** pilot, which is designed to help us further improve the quality and safety of the care we give to patients. As part of this work, we are using Trust data to help us understand and learn from the risks more common to the organisation.

We have taken on more staff to help develop our work on safety and quality improvement. With their focus, and a more joined-up approach across staff groups, we will build on work already undertaken. Involving our staff and patients in the design, management and delivery of QI, and giving them the tools and methods to do this in a more meaningful way will help us achieve improved care, better measurable outcomes and positive patient experiences.

Ambition: First for staff



Executive leads – director of workforce and communications and medical director

We must all take good care of each other, so together we can take good care of our patients. We will strive together to build a culture of fairness, openness and learning, that is inclusive and supports all staff to be the best they can be. We want to be recognised as a great place to work.

Build a positive, inclusive culture that fosters open and honest communication



- We want everyone – no matter what role they play in the Trust – to embed a culture where everyone feels valued and listened to; where the interests of patients and staff are not at odds with one another; and where kindness, good communication and compassion towards one another are standard behaviours
- We will deliver our first People Plan informed amongst other things by the findings of the ‘What Matters To You’ exercise we did with staff in the summer of 2020
- We will keep using this method of large-scale conversations with staff as an ongoing approach to hear how leadership in the organisation is working and how it could be better
- We will communicate and co-produce better within the Trust, with patients and families, and with the organisations we work with.

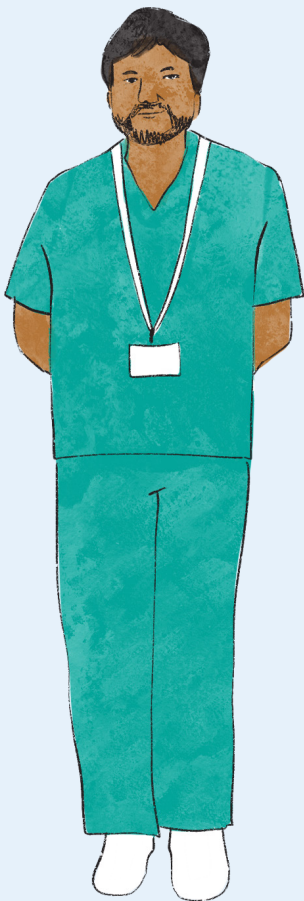
Case study: Listening to staff

In 2020, the Trust launched What Matters To You (WMTY), a staff engagement programme to identify how Covid-19 had impacted on our staff and ways of working.

Using feedback from the 2,000 responses we received, we are now working on our first **West Suffolk People Plan** and will deliver this over the course of this strategy.

It will focus on the five key themes which emerged from the WMTY staff engagement, which are:

- The importance of great line managers
- Creating an empowered culture
- Building relationships and belonging
- Appreciating all our staff
- The future and recovery.



A central focus of the People Plan is our commitment to build an open, learning and restorative culture. The Trust is on a journey to improve and we are using the feedback from the WMTY survey and our Care Quality Commission report to guide this.

We are taking steps to introduce and embed cultural change through the way that we manage employee relations and are determined to build an approach that is supportive, kind and compassionate.

Our vision is an open and transparent culture which supports staff to contribute freely and play a full part in our improvement.

We want our colleagues to be confident to speak up and raise concerns about the care we provide, and confident that they will be treated fairly and given the time to learn from and heal when involved in patient safety incidents. We know there is much more we need to do.

Over the coming years we will be working closely with staff to bring about change, for example through initiatives with our Freedom to Speak Up Guardians, the national Patient Safety Incident Response Framework, and bringing in new and improved HR policies and incident review processes. We will use findings from both the annual and quarterly NHS Staff Surveys to monitor progress and make further changes for the better.

Enhance staff wellbeing



We knew it before – but Covid-19 has made it clearer than ever – looking after our staff is essential. Research shows that line managers play a really important role in how staff feel.

- We will do everything we can to protect and improve the health, wellbeing and safety of our staff
- We will promote the value of great line management and support and develop all our current and future line managers.

Invest in education, training and workforce development

As a learning organisation, we keep our staff up to date with best practice and train the next generation of NHS professionals. We want to help every member of staff reach their full potential in their role.

- We will maintain and build on our existing relationships with the University of Cambridge, University of Suffolk, University of East Anglia and West Suffolk College, training staff in a wide range of clinical and corporate roles
- We will provide career progression for all our staff to help them reach their potential
- We will continue to embrace new theories and platforms, such as virtual learning environments and blended learning
- We will create more new roles and use novel approaches to recruitment to reduce vacancies.



Case study: Looking after staff

The mental and physical wellbeing of staff is a priority for the Trust.

We have boosted our staff support psychology service, helping them to be there for anyone in need. We have run wellbeing initiatives including our **Love Yourself** campaign and introduced **Wellbeing Wednesdays** to encourage staff to take time for themselves.

The Trust has worked hard to vaccinate staff against COVID-19, offering the first and second vaccinations to our staff and other health and social care workers from January 2020 and more recently booster doses. To date more than 32,000 vaccines have been delivered.

The Trust has partnered with a local leisure company, Abbeycroft Leisure, to offer all staff free access to exercise classes and facilities. We have a staff physiotherapist for those needing consultation

and treatment; and our education and training team ensure colleagues have access to learning about best practice to stay safe at work. We support the NHS cycle to work scheme, and encourage staff to walk or cycle to work where possible.

As well as our human resources team, there are peer support services available such as the speaking up champions. Staff networks for black and minority ethnic; lesbian, gay, bisexual and trans people; people with disabilities; and those going through the menopause have been established.

My WiSH charity has provided a range of benefits to staff, including welfare packs. Calm rooms and two marquees were furnished by the charity so that staff had somewhere to go to relax during the pandemic. Lastly, the Chaplaincy team offers friendship and support to our whole community, regardless of whether they identify as having a faith.

Case study: Investing in staff

For Archie Libero, an endoscopy staff nurse, being a nurse was a family affair. She proudly followed in her mother's footsteps – but that doesn't mean it was an easy path.

Moving between the Philippines and the UK meant that although Archie completed her university nursing degree she wasn't able to get the post-registration experience she needed to finalise her qualifications.

"Despite this," she says, "I continued to work in healthcare. I worked in a dementia care home as a carer, then a team leader for three years until I got a job in the West Suffolk Hospital endoscopy unit as a senior endoscopy assistant.

"The education team in the Trust and my manager have been very helpful and supported me to become a UK registered nurse. Eventually, I was able to qualify for a two-year nursing degree apprenticeship programme.

"The nursing profession is extremely rewarding, knowing that we are making a difference to people's lives. I like how every day is different and love how I can help a patient get through their day. However, it can also be tough mentally, physically and emotionally.

"Working through my dissertation and assignments while working full time during the pandemic was stressful. Becoming a registered nurse has opened up a lot of opportunities for me in the nursing field. I one day hope to become a specialist nurse or a clinical nurse endoscopist."

Ambition: First for the future

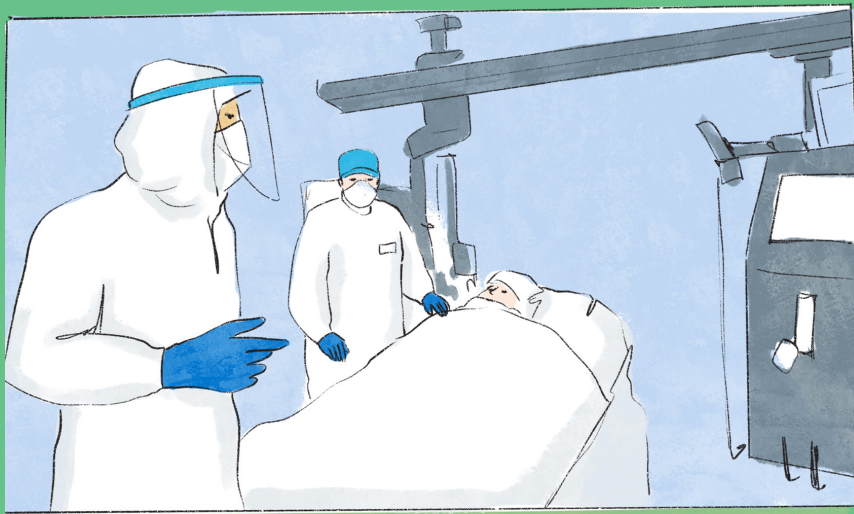


Executive leads – director of resources and chief operating officer

Advancing our digital and technological capabilities to better support the health and wellbeing of our communities is vital. We want to be at the forefront of these changes and have an opportunity to progress this through the planning of a new healthcare facility. Together with patients, public and staff, we will shape health and care services that are fit for current and future needs, helping people to stay well and get well.

Invest in infrastructure, buildings and technology

With the expansion of our services over the last five years, we now operate from just under 100 premises across Suffolk. Our main hospital building on our Hardwick Lane site is nearing the end of its life and the facilities we can offer vary considerably across our total estate. We need safe, modern, accessible buildings and the best technology to help us work well.



- We will maintain all our buildings, facilities and equipment to the best possible standard and make sure everyone has a comfortable environment to be cared for and work in
- We will finalise planning permission and detailed designs to progress the replacement of West Suffolk Hospital under the national [New Hospital Programme](#)
- We will make optimum use of the digital and medical technologies we already have available, and continue to be at the [forefront of digital healthcare](#) in the UK
- We will always have a non-digital offer for those that can't or don't want to use digital solutions
- We will sensitively, securely and responsibly use the wealth of data and information we have at our fingertips to understand quality and outcomes and tailor our care to people's needs.

Case study: Planning for a new hospital

In September 2019, the Government announced its New Hospital Programme, which aims to deliver a long-term programme of investment in health infrastructure, including funding for 40 new hospitals.

The West Suffolk NHS Foundation Trust (WSFT) was named as one of 40 new hospitals and has started work on planning for a new healthcare facility.

This is an exciting opportunity to change the way healthcare is delivered in west Suffolk. We want to create a state-of-the-art healthcare facility that provides modern care that is fit for future generations; makes the best use of digital technology throughout the building and in delivering better clinical care; and reduces our impact on the environment. This will be better for our patients, community, staff and partners.

The Trust and its partners within the local integrated care system (ICS) and West Suffolk Alliance are at the beginning of this project. We want to involve as many people as possible in the design and planning of the new healthcare facility – so it is a hospital designed by the people for the people.

At the end of 2020, we confirmed that the recently purchased Hardwick Manor had, following an extensive appraisal process, been selected as our preferred site for the new facility.

We are now starting to look at how we will provide our services in the new healthcare facility and how a new hospital at the Hardwick Manor site would affect our local environment. This work will inform our outline hospital designs and an application for planning consent.

Please visit wsh.nhs.uk/new-healthcare-facility for further information.

Make the biggest possible contribution to prevent ill health, increase wellbeing and reduce health inequalities

By wellbeing we mean looking after the community's physical, mental, emotional, social, and economic needs. We're here to help make you better when you are ill, and to support you to help keep yourself well in the first place.

- We will adapt our services to do more to increase everyone's wellbeing and prevent ill health
- We will recognise and value the role you play in managing your own health and wellbeing, involving you in conversations and decisions about your health and care, moving from 'what's the matter with you?' to 'what matters to you?'
- We will maximise our social impact as an [anchor institution](#) rooted in our local community – providing training and employment opportunities for local people, buying from local businesses, supporting local charities and community groups
- We will minimise our environmental impact with [our Green Plan](#).

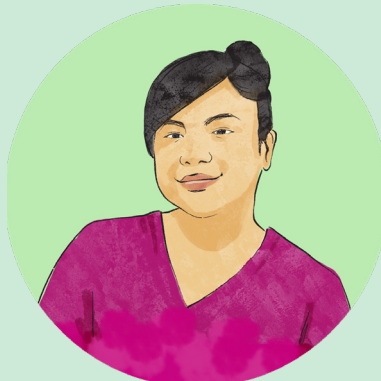
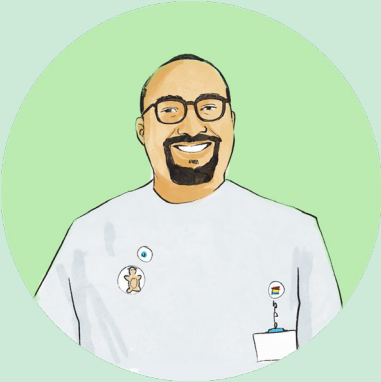
Case study: Looking after the environment

As part of the NHS and a major organisation in our local community, we have a responsibility to work in a way that has a positive effect on the communities we serve – reducing our impact on the environment and creating healthy, resilient communities.

The Trust is currently developing its Green Plan, which will replace our Sustainable Development Management Plan.

We will be following the NHS Green Plan guidance and addressing important issues such as reducing our carbon emissions and working towards net zero; lowering air pollution; looking at the direct impacts of our actions and the potential to improve our environmental sustainability across many areas; as well as our influence on local supply chains and our communities.

Our recent work in this area includes installing LED lighting across the main hospital – saving electricity, reducing our bills and improving lighting across the Trust.



How will we know when we've got there?

One of the principles of continuous improvement is using measurement to know how we're getting on.

We will measure the progress we make against this strategy. We will need a wide range of measures to understand what is going well and what needs to change. We already use a lot of markers to show ourselves, our community and our regulators how we are doing, but they don't always all feel meaningful.

To bring this strategy to life and to show how it relates to the people who are most important to us, we are going to focus on three key measures, one for each ambition, as well as our combined quality rating for our Care Quality Commission (CQC) assessment. This is in addition to the usual Board key performance indicators that the Trust works to.

In 2020, we were rated as requires improvement by the CQC.

We will aim for a combined CQC rating of good by 2026.

First for patients

The Friends and Family Test is one of the ways that we ask for anonymous feedback from our patients or their carers. The test has one question: "Overall, how was your experience of our service?" Patients can rank their answers from very good to very poor. In our most recent score, 94% of people said their care was good or very good. That means 6% didn't.

We will aim for 95% of patients to recommend us as a place to receive care by 2026.

In the annual NHS staff survey, our staff are asked to rate our care against the question: "If a friend or relative needed treatment I would be happy with the standard of care provided by this organisation." In 2020, 83% of staff said they would recommend us as a place to receive care. That means 17% wouldn't.

We will aim for 90% of staff to recommend us as a place to receive care by 2026.

First for staff

In the annual staff survey, our staff are also asked to rate the Trust against the question: "I would recommend my organisation as a place to work". In 2020, 74% of staff said they would recommend us as a place to work. That means 26% wouldn't.

We will aim for 81% of staff to recommend the Trust as a place to work by 2026.

First for the future

This ambition is harder to measure. We haven't got a good measure at the moment to rate our progress against all the different things we want to achieve. Many of the plans we have for the future rely on our relationships with our partner organisations, especially the members of the West Suffolk Alliance. The plans under this ambition also mean a lot to local people and communities. To measure progress against this ambition, we will ask our Alliance partners and our community to help.

We will ask a panel of local representatives to score us once a year on how we are doing. We will work out a scoring system with their help and as soon as we have done that, we'll set ourselves an aim for what we want to achieve by 2026.

While we will always do our best to strive for 100% in scores, we have worked with our staff and Board to identify what we think are realistic targets to drive improvements, that consider previous trends and acknowledge the pressures we are facing as we emerge from the pandemic.



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