



great
people
great
place

Isle of Wight NHS Trust Strategy 2020 - 2025

Revised: **September 2022**

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About us

The people who work in our teams make a positive difference, each and every day.

We are always looking for ways to improve the services that we provide. In 2021 our Trust was given an overall rating of Good by the CQC. Our ambition is to achieve Outstanding.

We care for people in a range of locations, including their own homes, in ambulances, clinics, surgeries and at our main site – St Mary's Hospital.

Our Trust is the only NHS organisation in the country that provides Acute (hospital-based), Ambulance, Community, Mental Health and Learning Disability services.

We work closely with both our Island and mainland partners to enable us, where possible, to deliver our services locally and in a sustainable manner.

Our Trust is pivotal in the development of the Island's new Health and Care partnership. The focus of which is how place-based partnerships and coalitions can act on wider determinants of health in local areas and achieving improved health outcomes for all.

We are a major employer and a vital part of the Island's social fabric, with more than 3,200 staff supporting a population of over 140,000, that increases significantly in the summer months.

The people who use our services are often our colleagues, our neighbours and our friends. Our community makes being part of the Island's NHS a unique privilege

Our strategy

Having a strategy is important because it sets out where our organisation is heading, what we want to achieve, why and how we will do it.

We will improve the health and wellbeing of people who use our services, our staff and our Island community.

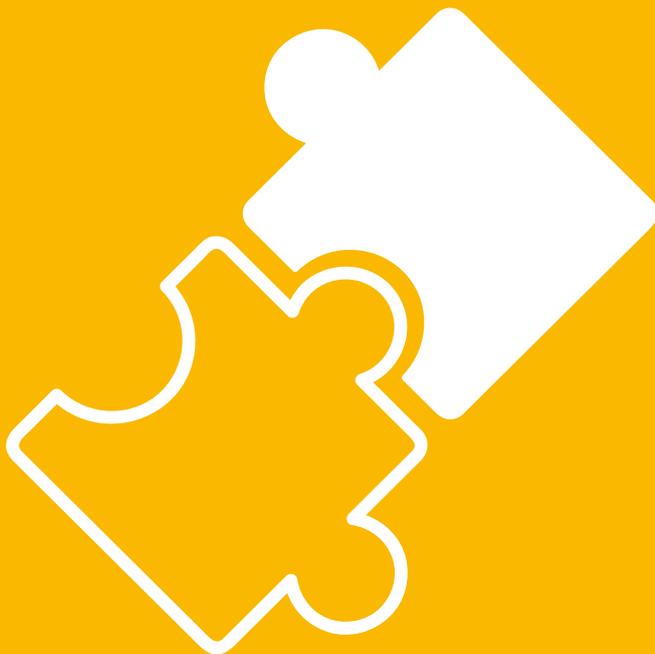
Our strategy sets out how we will work together, with our partners and with our community, to improve health and care services.

Our strategy will guide how we set our priorities each year and it will help our teams to plan and take decisions.

We refreshed our strategy in September 2022 to reflect our changing landscape and to demonstrate the progress against our objectives.

The NHS is changing with the introduction of the Health and Care Act 2022 and the policy and political environment is changing too. We will respond to these changes and the changing needs of local people, which will help us to improve health and social care for all.

To respond effectively we will take decisions on issues not covered by this document in a way that is consistent with our strategy.



What is behind our strategy

People are living longer and often with a number of long term conditions, like diabetes and dementia.

The Isle of Wight's population has the highest number of people aged over 65 in England. It is estimated that Island residents will live up to one third of their life in poor health. Prior to the impact of the COVID-19 pandemic, 19% of the Island's children were living in low income families.

The NHS needs to change to meet the needs of our local community and at the same time services are under pressure and funds are scarce. We need a clear strategy to help us to face these challenges.

We are proud of how we responded to the challenges of the COVID-19 pandemic. We know we are at our best when our Health and Care partners work together to achieve a common goal.

The NHS Long Term Plan sets out how the health service will evolve, and our strategy is designed to follow the same path.

Across our system, we have a range of strategies and plans. We need to strengthen the golden thread which brings them all together. The creation of Integrated Care Systems and the Isle of Wight Health and Care Partnership will help us do this.

Our strategy builds on foundations laid in the Isle of Wight Health and Care Plan.

On the Island we already work very closely with the council, GPs, and the community, independent and voluntary sectors. We will go further as we develop the Island's Health and Care Partnership. And we will develop further the strong partnerships already formed with our mainland colleagues as we strive for sustainable services.

By working together, we will make the most of our £48 million capital investment e.g. in estates and digital. We will ensure that we continue to improve services for local people.

Our strategy brings all of this together and explains what we will be doing through to 2025.

Our vision and mission

Our vision and mission describe what we want to achieve and why. By sharing this vision, we will all be able to bring about significant change and improve the service that local people rely on. As an integrated Trust we will use our unique position to link together our strategies and plans to improve outcomes for our local population. “Great People, Great Place” will help us achieve outstanding care for all.

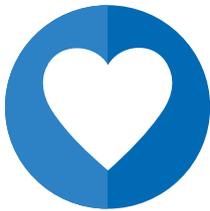
Our vision is for high quality, compassionate care that makes a positive difference to our Island community.

Our mission is to make sure that our community is at the heart of everything we do. We will work together and with our partners to improve and join up services for its benefit.

Our values

The values that we share are very important. They have been designed by our staff and they are the foundation of everything that we want to achieve.

Our values guide how we behave and how we want people to experience our Trust – whether they are using our services or working in one of our teams. Our values are...



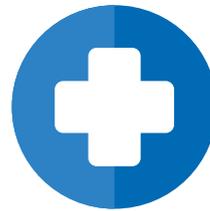
Compassion

- Helping others in need
- Being caring and supporting
- Showing empathy
- Being non-judgemental



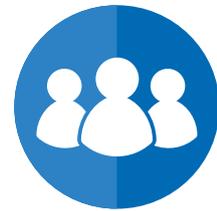
Accountable

- Providing safe care
- Taking responsibility
- Doing the right thing
- Delivering quality improvement



Respect

- Building trust
- Being open and honest
- Recognising achievement
- Celebrating success
- Encouraging others



Everyone counts

- Putting people first
- Working together
- Valuing our differences
- Promoting inclusion
- Believing in myself and others

Our objectives

To deliver our strategy and the improvement in services that we all want to see it is important that we set clear objectives.

The 4Ps describe what we want to achieve and what success will look like for our community, staff and patients.



Strategy on a page

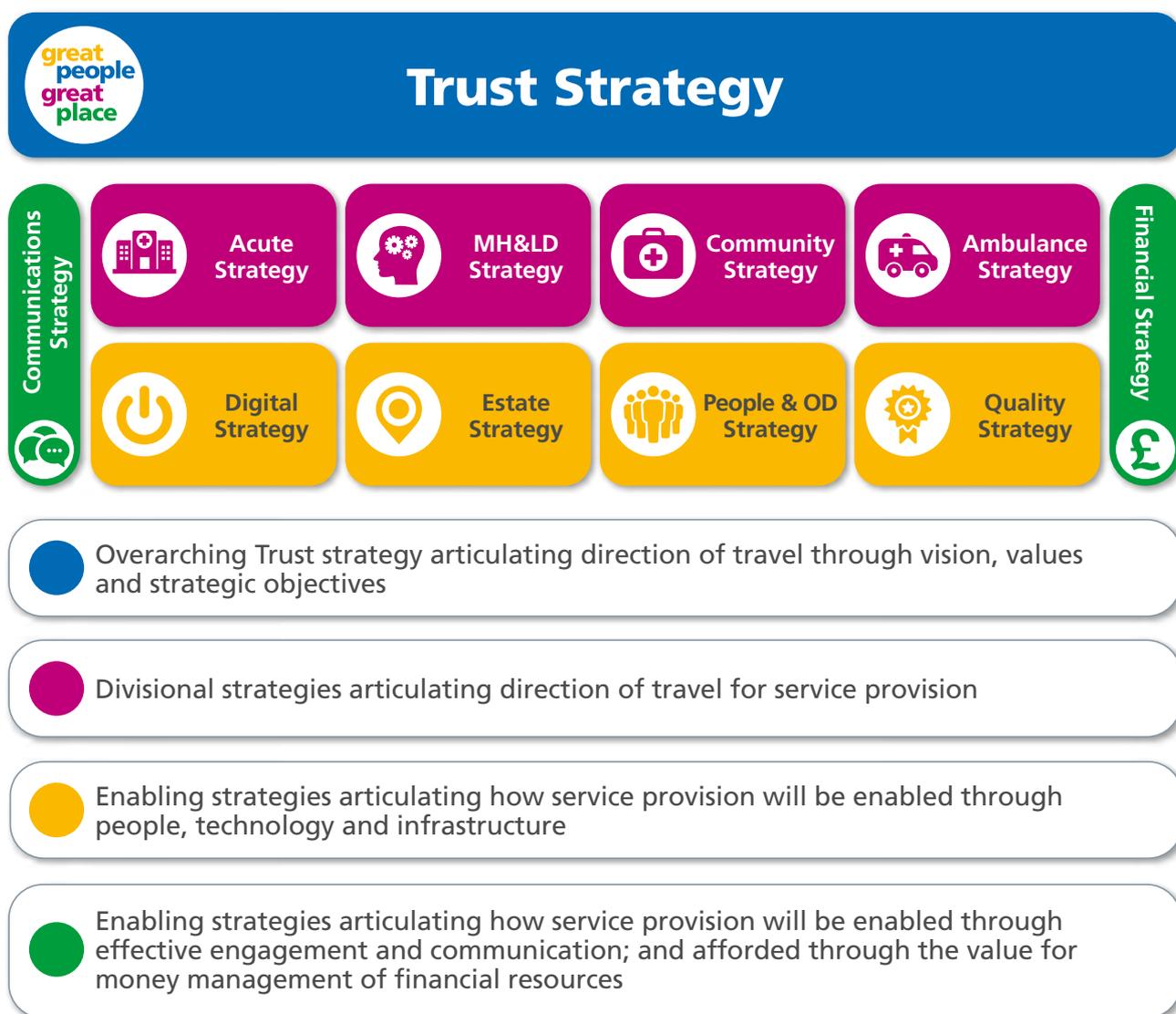
This section illustrates how our strategic objectives work together to achieve our strategy.

From strong foundations to better outcomes for our service users



Sub-Strategies on a page

This section illustrates how our strategic objectives work together with all strategies to achieve our goals.



The sub-strategies above can be accessed under publications on our website www.iow.nhs.uk.

Service user story

The following is a summary of a real life account that demonstrates that when we work together, we can positively impact on how people receive their care. It is an illustration of how the implementation of our strategy will have a positive impact on our patients and service users. In this example a service user was able to remain at home and avoid an admission to hospital.

Mrs. B lives in a residential care home where staff became concerned about her as she was breathless and feeling generally unwell.

In the past these symptoms have resulted in her being admitted to hospital due to her chronic respiratory problems, but on this occasion, admission was avoided.

The care home staff called 999 to seek help. Paramedics assessed that she could benefit from a community intervention and referred her urgently to the Community Rapid Response (CRR) team.

The CRR Advanced Clinical Practitioner (ACP) visited Mrs. B the same day to complete a holistic clinical assessment and start her on medication. They also gave advice to the care home staff about actions to take should there be any further deterioration in Mrs. B's condition.

The ACP visited again the next day to check progress and found that Mrs B was feeling much better. Her treatment continued for the duration of the prescription, and she was discharged from CRR.

Performance



We share a total commitment to improving what we do.

We will:

- Deliver high quality, compassionate care to our patients and service users
- Make sure our services are clinically and financially sustainable

The quality of the services we provide and how well we manage our finances go hand in hand.

Our Quality Strategy sets out how we will be a provider of excellent patient safety, known for consistently high standards of harm-free care and always caring for service users in the right place at the right time.

We will do this, in part, by making the best use of the resources available to us.

We will work with our partners, on the Island and on the mainland, to continue to improve the care that we provide and achieve clinical and financial sustainability.





Objectives



High quality services



High levels of performance



Clinical and Financial sustainability

People



We pledge to put people at the heart of all we do.

We will:

- Make our Trust a great place to work and to receive care
- Involve the people who use our services in all we do, and work with them to understand and improve their experience.

As part of the Isle of Wight Health and Care partnership we will work together to ensure our community have a voice. We pledge to put people at the heart of our services, focusing on personalised care by asking 'what matters to you?'

Looking after the Health and Wellbeing of our staff and volunteers is an important priority for us. We will ensure that the voices of our staff and community are heard and will create an environment where they can help us develop our future services.

As the Island's largest employer, we want people to enjoy their jobs, we want to provide them with the best possible support, supervision and training so that they can thrive at work.

Our People and Organisational Development Strategy sets out how we will provide people with the opportunities to learn and develop in their roles.

We will build and maintain an environment on the Isle of Wight which values inclusivity and diversity. It is our priority to create an inclusive organisation providing equitable services treating all people with dignity and respect.



Objectives



Improve service user safety



Improve service user experience



Improve workforce experience



Improve recruitment and retention of our staff creating an environment to learn and develop

Partnerships



Our partnerships make us stronger.

We will:

- Join up Health and Care services by working more closely with our partners

We cannot face our challenges alone. Working in partnership has helped us to improve many of our services. It will help us continue to improve and make a difference to our local community.

We have a history of working closely with our Island partners (e.g. primary care, social care, voluntary and independent sectors) in delivering health and social care services for our population. These relationships will only strengthen as integrated care services and Place based care becomes the focus of the future.

We already have strong relationships with many mainland providers and recognise that by continuing to strengthen our partnerships we will deliver high quality, compassionate care and make a positive difference to our community.

Building on our good relationships with local people, groups and organisations will underpin all of our work as we continue to improve.

Our ambition is to achieve seamless care for our population across all of our partnerships.



Objectives

To strengthen our..



Acute partnership with Portsmouth Hospitals University NHS Trust



Mental Health and Learning Disability partnership via the Hampshire and Isle of Wight Mental Health and Learning Disability Provider Collaborative



Ambulance partnership with South Central Ambulance Service NHS Foundation Trust



Community partnership with Solent NHS Trust and Southern Health NHS Foundation Trust



Place based care through the development of the Island Health and Care partnership

Place



Investing to improve how people experience health and care.

We will:

- Work with our communities and localities to align our services to primary care networks, ensuring our services can effectively respond to the needs of our population.
- Invest in modernising our buildings and IT that help our teams make a positive difference to our Island community.
- Through working with our Island Health and Care partners ensure services are planned and delivered around people not organisations.
- Improve digital access, removing inequalities.

Our services must respond to the needs of our Island community. Investing in better buildings and IT will improve services and reduce the amount that people need to travel for their care providing care closer to home.

Our Estates Strategy sets out how we will support our teams through better buildings, improving staff and service user experience.

We are committed to working with our partners to achieve net zero carbon emissions through helping people to work remotely, reducing unnecessary travel and improving the energy performance of the estate for the NHS. We recognise the impact poor environmental health can have on long term conditions and the health of our community.

Our Digital Strategy illustrates how we will use technology to overcome some of our unique challenges; making the most efficient use of the clinical resources e.g. video consultation.



Objectives



Buildings that improve service user and staff experience



Using technology to improve care



Support the NHS in achieving net zero carbon emissions



IT that helps us work with our partners and makes life easier for our service users

Where we have come from

The NHS on the Isle of Wight has changed a lot.

Our Trust was created in 2012 when the Isle of Wight Primary Care Trust (PCT) was broken up to separate the provider and commissioning functions.

After a period of stability, problems with the quality of care and financial performance began to emerge in 2016/17.

The Trust was inspected by the Care Quality Commission in 2017 and given an Inadequate rating.

Then in January 2018 the Trust was placed in financial special measures by NHS Improvement.

A new leadership team was brought in and the Trust embarked on a wide-ranging programme of improvement called Getting to Good.

In 2019 we signed up to the Isle of Wight Health and Care Plan which set priorities for the local Health and Care system. This is currently being refreshed setting priorities for 2022-2025.

In 2021 the Care Quality Commission inspected the Trust with the overall rating improving to Good.

We are recruiting more doctors and nurses than ever before, but there are some services that we have found it increasingly difficult for us to run on our own.

We recognise facing our challenges alone will not allow us to meet our vision. Working in partnership with both Island and mainland providers has enabled us to improve many of our services.

Our achievements

With the support of both our Island and mainland partners we have successfully delivered Improvements across all four of our strategic objectives.

Performance:

- We have reduced our reliance on mental health beds, through the establishment of a Recovery Service that provides intensive mental health rehabilitation in the community.
- We have established new health and care day hubs supporting people to receive their care closer to home
- Following COVID-19 the Trust was the first to eliminate 104 week waits and is ahead of national targets to reduce waits above 78 and 52 weeks.
- During the pandemic our Ambulance service introduced the Think 111 initiative which included direct bookings to GP practices and into the emergency department

People:

- We are developing a 'Grow Our Own' approach across the Trust, focussing on the development of nursing, allied health professionals and school leaver apprenticeships.
- We have partnered with Portsmouth Hospitals University NHS Trust to develop a comprehensive programme to support middle grade doctors in their training to become consultants.
- We have with the support of our Island partners created Health and Care conversations with our local community to gain feedback on our Island services

Partnerships:

- We have launched new Mental Health Support teams in schools in partnership with the Youth Trust and Barnardo's
- A Community Transformation Programme has been established with island system partners including adult social care, primary care, voluntary and Independent sectors.
- Through our partnership working we now have one of the most successful Stroke Services in the country.
- Through our partnership with SCAS we have implemented a new 999/111 telephony system and a new patient transport computer aided dispatch system

Place:

- We have purchased two buildings (in Newport and Sandown) which will, once refurbished, act as integrated locality community hubs
- We are organising our services into neighbourhood localities, aligned to Primary Care Networks, ensuring that services can effectively respond to the needs of local places.
- Our Ambulance service hosted a highly acclaimed multi-partner emergency planning exercise delivering on its strategy of providing a more cohesive emergency

Where we are going

We are committed to continuing our improvement journey. As an organisation we are striving to reach an Outstanding rating from the Care Quality Commission.

We will at the same time focus on achieving both clinical and financial sustainability.

We know this won't be easy and we can't do it alone.

Our partnerships with Island and mainland providers continue to grow stronger and will bring about the improvements that our patients and the wider community want.

We have been working closely with our neighbours. South Central Ambulance Service NHS Foundation Trust (SCAS) has been supporting our Ambulance Service since 2018.

We are building on the innovative partnership we have with Solent NHS Trust, extending this to include all Hampshire and Isle of Wight mental health, learning disability and community

providers in order to transform the future delivery of these services across the wider system, and strengthening our services on the island.

We have strengthened our already good relationship with Portsmouth Hospitals University NHS Trust to improve our acute or hospital-based services.

Through the creation of the islands Health and Care partnership we will work together with our partners and service users to make our services resilient and sustainable for the future.

We already deliver many of our services with partners, and plan to build on this in order to deliver seamless care that meets the holistic needs of people who use our services.

Our priority will be ensuring that our community can continue to rely on the provision of quality services, taking place as close to home as possible, leading to improved outcomes.

What you can expect

Over the next five years we will:

- Improve the quality of our services, making them clinically, financially and environmentally sustainable.
- Innovate to expand access to NHS services and improve outcomes for the people that need our care.
- Deliver a once in a lifetime investment in NHS buildings and IT, improving care and supporting NHS staff.
- Harness the power of new technologies to improve healthcare and reduce the need for people to travel.
- Put Islanders at the heart of local NHS services through greater service user and public involvement.
- Join up and improve NHS services by working more closely with our partners.
- Using our Board Assurance Framework, we will manage any risks to the achievement of the Trust Strategic objectives and hold ourselves to account by tracking and reporting our progress through our Trust Board in public three times a year.

Get involved

Join the conversation by following us on social media:



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Share your news and stories with us by using **#TeamIOWNHS**

For further supporting information please visit:

www.iow.nhs.uk/strategy

This document is available in alternative formats upon request, including large print, easy read or in other languages.

Please call the Communications and Engagement Team on **01983 822099** or email **iownt.comms@nhs.net**.