



great
people
great
place

Isle of Wight NHS Trust Strategy 2020 - 2025

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About us

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

As a learning organisation we are always looking for ways to improve the services that we provide.

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 and Mental Health services.

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 people, that increases significantly in the summer months.

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

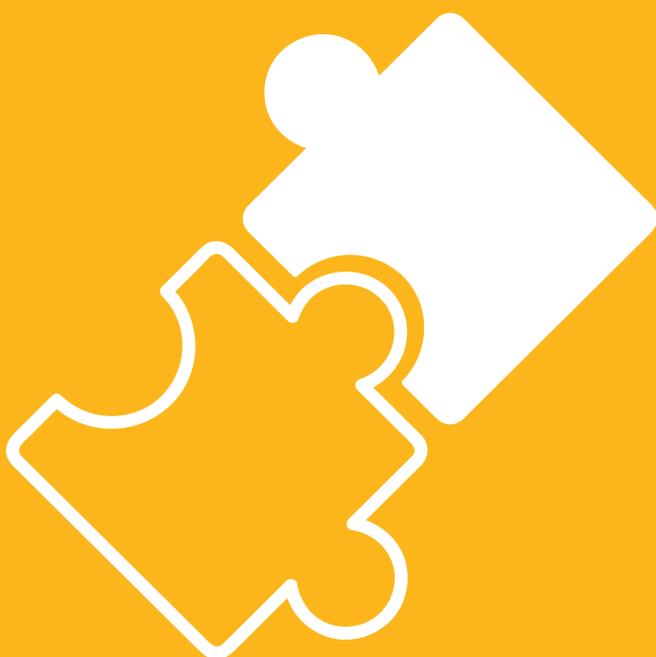


Our strategy

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 and join up 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. It responds to the changing needs of local people and national priorities, including the NHS Long Term Plan. For us to succeed we need to do things differently.



What is behind our strategy

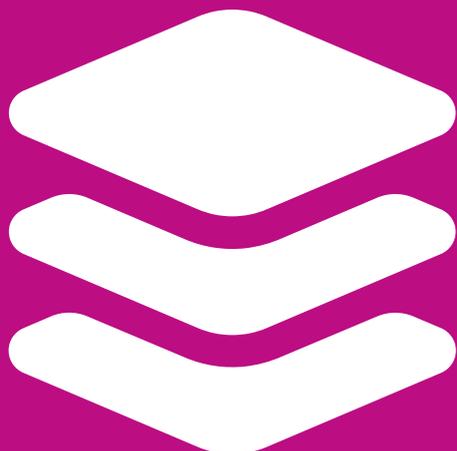
People are living longer and often with a number of long term conditions, like diabetes or dementia.

The Isle of Wight's population is on average older than the rest of the UK and many more people live alone in their later years.

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

And we are not alone, the NHS all over the country is having to do things differently too.

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



In our region, clinical commissioning groups (CCGs) are coming together into a single Partnership and we will be working very closely with them and with the Hampshire and Isle of Wight Sustainability Partnership (STP).

Our new 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. This will go further as we develop the Isle of Wight Integrated Care Partnership (ICP).

We have formed strong partnerships with other parts of the NHS too. By working together we will make the most of the recently announced £48 million investment and 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 over the next five years.

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.

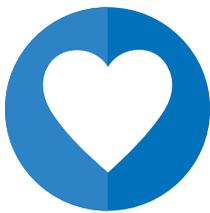
Our vision is for high quality, compassionate care that makes a positive difference to our Island community.

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...



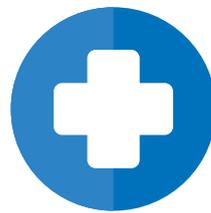
Compassion

- 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 our organisation wants to achieve and what success will look like for our community, staff and patients.



Strategy on a page

How our strategic objectives work together to achieve our strategy.

From strong foundations to better outcomes for our patients



People



Our people make a positive difference every day.

We will:

- Make our Trust a great place to work and to receive care
- Work with our partners and our community to improve services

Looking after the health and wellbeing of our staff and volunteers is part of our wider ambition to deliver high quality, compassionate care and to make a positive difference to our Island community.

Wellbeing at work improves staff and patient experience. 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 Workforce Strategy will set 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 diversity, treating all people with dignity and respect.



Objectives



Improved patient experience



Improved staff experience



Improved patient safety



Improved recruitment and retention

Performance



We share a total commitment to improving what we do.

We will:

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

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

Our Quality Strategy sets out how we will continue

to improve the services that local people rely on. 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 to ensure value for money.





Objectives



High quality services



High levels of performance



Value for money

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 in health and social care to deliver services. These partnerships will continue to be of critical importance as our organisation evolves.

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

Strengthening partnerships with the NHS on the mainland will ensure we continue to deliver high quality, compassionate care and make a positive difference to our community.



Objectives



Acute partnership



Mental health and learning disability partnership



Ambulance partnership



Community partnership



Strengthening our Island partnerships and developing the Integrated Care Partnership (ICP)

Place



Investing to improve how people experience health and care.

We will:

- Invest in buildings and IT that help our teams make a positive difference to our Island community

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. Better IT will enable improvements in all of our services.

The increased location of staff in the community setting will make it easier for people to access care closer to home.

Working with our partners services will be planned and deliver care around people, not organisations. This will

ensure care is provided tailored to the needs of our community.

Our Estates Strategy will set out how we will support our teams through better buildings, improving staff and patient experience.

Our Digital Strategy will illustrate how we will utilise technology to overcome some of our unique challenges; making the most efficient use of the clinical resources that we have access to.

Better use of technology, like video consultations, will provide new ways for our population to access specialist advice and reduce the need for people to travel to hospital.



Objectives



Buildings that improve patient and staff experience



Using technology to improve care



Helping people to work remotely, to be more flexible and to reduce patient travel



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

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.

Last year, we signed up to the Isle of Wight Health and Care Plan which set priorities for the local health and care system.

We will invest in community services, improve hospital-based care, transform mental health and make sure the NHS is run as effectively and efficiently as possible.

The NHS on the Island has been making good progress. In 2019 the Care Quality Commission inspected the Trust and rated many services Good, improving the Trust's overall rating to Requires Improvement.

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.

Where we are going

We are totally committed to continuing our improvement journey, the next step of which will hopefully see us reach a Good rating from the Care Quality Commission.

We will achieve this at the same time as improving our finances.

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

Our partnerships will continue to make us stronger and together we will bring about the improvement that our patients and the wider community want.

So we have been working more closely with some of our neighbours. South Central Ambulance Service NHS Foundation Trust (SCAS) has been supporting our Ambulance Service since 2018.

We have started an innovative partnership with Solent

NHS Trust to support the transformation of Mental Health Services.

Recently, we announced that we would be strengthening our already good relationship with Portsmouth Hospitals NHS Trust (PHT) to continue to improve our acute or hospital-based services.

We will continue to build on these partnerships, to improve our services and to make sure they are sustainable.

This will mean some of our teams working side by side with people from other parts of the NHS.

It may also mean some of our services are run with or by our partners.

But our absolute priority will be ensuring that our community can continue to rely on quality of services, as close to home as possible.

What you can expect

Over the next five years you will see:

- High quality services that are run well and deliver value for money
- Improved patient and staff experience
- Improved access to services
- Major investment in improved buildings and IT
- More appointments and operations carried out locally
- New technology introduced to improve care and reduce travel
- Much closer working between different parts of the NHS
- Greater patient and public involvement in how the NHS works

Get involved

Join the conversation by following us on social media:



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@iownhs

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

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**.

