Aintree University Hospital
NHS Foundation Trust

Corporate Strategy
2018 – 2020
SECTION ONE: BACKGROUND AND CONTEXT

1 Introduction

Aintree University Hospital NHS Foundation Trust’s strategic vision was refreshed in 2016 to:

“be a leading provider of the highest quality health care”

We also reinforced our common purpose of:

“Getting it right for every patient, every time”

At the same time, we agreed our strategic objectives as presented below:

Reshaping our Future

This document sets out the context in which we operate and the strategy we will follow as an organisation to enable us to achieve our vision over the period to 2020. It also informs and sets the framework for delivery of our:

- Strategic Priorities
- Operational Priorities; and,
- Enabling Priorities

These priorities are identified as part of our Annual Business Planning process and form the foundation of our Annual Operational Plan submission to our regulator, NHS Improvement.
2 Where we have come from

Aintree Hospitals NHS Trust was established in April 1992 when Fazakerley Hospital joined with Walton Hospital. The Trust became a University Hospital in 1999 and was authorised as a Foundation Trust in 2006, to become Aintree University Hospitals Foundation Trust. In 2011, the Trust opened the Elective Care Centre, thereby enabling the closure of Walton Hospital.

Since becoming a foundation trust, Aintree has witnessed significant growth and invested £175m+ in capital development to improve facilities on site for its patients and its staff. We have strengthened partnerships with the University of Liverpool, Edge Hill University and the University of Chester and raised our research profile particularly in the context of clinical trials. The training and education of staff combined with our clinical research impact positively on the care we provide for our patients by helping to attract the very best staff.

Today, the Trust provides general acute health care to a population of 330,000 people in North Merseyside and the surrounding area, provides tertiary services to a much wider population of around 1.5 million in Merseyside, Cheshire, South Lancashire and North Wales and also works with a range of partners to provide services in the community. The Trust is a teaching hospital of the Universities of Liverpool, Chester and Edge Hill.

During 2017/18 our staff cared for over 93,000 (2016/17:88,000) patients requiring inpatient or day case treatment, saw 421,000 (2016/17:425,000) patients in the outpatient departments and treated over 168,000 (2016/17: 163,000) patients in the Accident and Emergency Department.

The Trust is one of the largest employers locally with more than 4,900 staff and we are recognised for our support for staff through training (including our award winning apprenticeship programme), engagement programmes and staff development support.

At the end of 2017/18, the Trust had fixed assets of £186million and an annual income in excess of £350 million. Aintree is fully committed to the guiding principles and values of the Care Quality Commission and the NHS Constitution:

<table>
<thead>
<tr>
<th>NHS Constitution</th>
<th>Care Quality Commission</th>
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<tr>
<td>Working together for patients</td>
<td>Safe</td>
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<td>Respect and dignity</td>
<td>Effective</td>
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<td>Commitment to quality of care</td>
<td>Caring</td>
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<td>Compassion</td>
<td>Responsive; and</td>
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<td>Improving lives</td>
<td>Well-led</td>
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<td>Everyone counts</td>
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3 The NHS Context

The NHS continues to be under significant pressure to improve quality and provide even greater focus on the holistic needs of patients. In addition, the NHS faces the prospect of sustained financial constraint which can only be addressed if providers of healthcare change radically the way services are delivered.

The NHS Five Year Forward View (October 2014)\(^1\) set out the key opportunities and challenges facing the NHS and the need to take a longer term approach to planning to ensure the NHS remains clinically and financially sustainable.

The NHS planning guidance: ‘Delivering the Forward View: NHS Shared Planning Guidance 2016/17 – 2020/21’ tasked health and care systems to develop place-based plans. In March 2017, NHS England published ‘The Next Steps on the NHS Five Year Forward View’\(^2\), which provided further clarity and focus on particular areas of care – cancer, mental health and GP access; the need to manage demand and ease pressure on hospitals, with a particular emphasis on supporting frail and older people, and improving A&E performance.

We all want to know that the NHS will be there for us and our families when we need it the most - to provide urgent and emergency care 24 hours a day, 7 days a week. Staff are working with great skill and dedication to do so, and looking after more patients than ever. But some urgent care services are struggling to cope with rising demand. Up to 3 million A&E visits could have been better dealt with elsewhere. There are difficulties in admitting sicker patients into hospital beds and discharging them promptly back home. To address this, requires collaborative working across the health and social care economy.

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4 The Local Context

The local population served by Aintree includes some of the most socially deprived communities in the country, with significantly lower than the England average life expectancy and high levels of morbidity. The population profile is also ageing rapidly with some neighbourhoods having a projected growth of around 45% expected in the over 75s. These factors combine to create significant demand for hospital-based care.

The Royal College of Surgeons has recommended that the catchment population for an acute general hospital such as Aintree should be between 450,000 and 500,000 people and without this scale, and the efficiency that it offers, any NHS Trust is expected to find maintaining financial sustainability increasingly challenging.

The strategic vision, therefore, set out in the Healthy Liverpool Programme initially and reaffirmed in the One Liverpool Plan (March 2018)³, requires acute providers to work more closely together to transform the delivery of health care services in order to create a Centre of Excellence in the City of Liverpool with a national reputation for research and innovative, clinically-led services that improve the health & wellbeing of our community. The successful achievement of this vision would support Liverpool’s competitive position in the market place for research, education and specialist services with acute providers in Manchester, Sheffield and Leeds.

Aintree, as a provider of acute and specialist hospital services, is collaborating with other hospital providers in multiple ways for future sustainability and to improve services. Liverpool has a unique health care economy with multiple specialist providers. This fragmented configuration of hospitals services means that patient care is also fragmented and variable. This in turn prevents care being provided in a multi-disciplinary joined-up way, resulting in the sub-optimal outcomes and inequalities experienced by the North Mersey population.

When viewed in the national context of improving clinical and financial sustainability for an ever-changing population and in addressing clinical variation, it is clear that the presence of two competing hospitals (Aintree and The Royal Liverpool & Broadgreen University Hospitals NHS Trust) is inhibiting the transformational process that is required at this time. Furthermore, when viewed in the context of excellence in research and development, digital technology and in education and training, the lack of a single university hospital is impairing the ability of Liverpool to fulfil its potential in these areas.

The options for delivering the transformation required have been evaluated with merger seen by both organisations, including their clinicians, as the preferred option. We have already started to collaborate on the development of a single service for adult orthopaedics surgery, intended to reduce variation and improve patient care, also enabling solutions to the fundamental shared challenges around improving outcomes, ensuring that the system has the right workforce capacity, skills and financial sustainability.

5 Aintree’s Services

The Trust provides high quality elective and emergency care services to meet the day to day needs of its local community. In addition, we also provide high quality specialist services, including:

- Major trauma
- hyper-acute stroke
- regional head and neck surgery
- upper GI cancer
- hepatobiliary and liver; and
- specialist endocrine services.

The Trust also works with its partners to provide a range of services in community settings including diabetes, rheumatology, ophthalmology and alcohol services. Other tertiary services provided by the Trust to a much wider population of around 1.5 million in Merseyside, Cheshire, South Lancashire and North Wales include respiratory medicine, rheumatology, maxillofacial and liver surgery. We are proud of our close partnerships with other NHS organisations and Local Authorities.
SECTION TWO: HOW AINTREE ADDRESSES THIS CONTEXT

1 The Trust’s Vision, Common Purpose and Values

The Trust’s vision is:

“To be a leading provider of the highest quality health care”

The Trust’s Board of Directors considers that this statement accurately reflects the ambition of Aintree as a sustainable healthcare provider. Underpinning the vision statement is the Trust’s mission, our common purpose:

“Getting it right for every patient, every time”

This statement expresses the desire of our entire workforce to provide high quality care for all patients and is underpinned by six clear values:

- Deliver safe, compassionate care
- Improve through learning and innovation
- Communicate openly and honestly
- Work as a team
- Use resources wisely, and
- Value each other

The Board of Directors, Council of Governors and Senior Leadership Teams believe that by living the values and working together, Aintree University Hospital will deliver its common purpose and achieve its strategic vision.
SECTION THREE: THE NEXT 5 YEARS

1 Our Strategic Objectives

Liverpool, Sefton and Knowsley have a complex provision of healthcare. The Trust is committed to working in partnership to deliver the best configuration of services for patients. The Board of Directors has set four strategic aims which will ensure that high quality services can be provided sustainably on or from, the Aintree Hospital site.

Our strategic aims are to be:

- the provider of choice
- the employer of choice
- the partner of choice
- clinically and financially sustainable

These aims will be delivered through our strategic objectives, medium-term priorities and a range of supporting workstreams.

Our strategic objectives are aligned to the domains of safe, effective, caring, responsive and well-led (overleaf)

In addition, we have aligned our quality commitments to these strategic objectives. These were created in conjunction with stakeholders to enhance our focus on quality:

- To deliver outstanding care by being a patient-centred organisation that provides high quality, safe and compassionate services.
- To provide the safest and clinically effective health care services to patients and promoting a good quality of life
- To treat patients and families as they wish to be treated
- To deliver sustainable healthcare to meet people’s needs
- To be the leading provider of the highest quality healthcare by attracting and retaining highly skilled, engaged staff and promote an open and fair culture.
## STRATEGIC OBJECTIVES

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<tr>
<td>By being a patient-centred organisation that provides high quality, safe and compassionate services</td>
<td>By providing effective treatment to achieve best possible patient outcomes and promote quality of life</td>
<td>By delivering the benefits of education, research and innovation for our patients and staff</td>
<td>By delivering efficient, cost effective services to ensure their long-term sustainability</td>
<td>By working together to support seamless pathways across all sectors</td>
<td>By developing and supporting effective leadership across the organisation to enable our people to achieve our vision</td>
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SAFE | CARING | EFFECTIVE | RESPONSIVE | WELL-LED
To be the provider of choice

We will do this by demonstrating that our services are safe, clinically effective and provide a positive experience for patients and their families.

The Trust has three distinct service offers which are at the core of our clinical services. These are:

- Specialist Acute Care to meet the needs of the population - these services will be responsive to acute need, be delivered by appropriate staff at the times required, in the most appropriate location

- Specialist Long-Term Conditions Care – focused on the use of technology and work with patients to help them self-manage their condition, providing quick access to expert advice when required. These services will need to be closely integrated with those of partners working in primary, community and social care

- Diagnostic and Support Services – flexible provision of high quality diagnostic and support services which will offer a potential growth opportunity as investigations move closer to the patient, but will also support care of acute and long-term conditions.

The Trust’s Quality Priorities have been developed in partnership with our patients, staff and external partners. We believe that to be the provider of choice, we need to be able to demonstrate to patients and commissioners of services that we provide care that is safe, clinically effective and offers a positive experience for patients and their families.
Our Quality Objectives

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<th>Care that is Safe:</th>
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<td><strong>Priorities</strong></td>
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<td>• Reducing Harm and avoiding Never Events</td>
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<td>• Compliance with Safeguarding and Mental Capacity Act</td>
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<td>• Acting on clinical results</td>
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<td>• Improving governance, learning and preventing harm</td>
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<td>• Improving the patient journey</td>
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<td>• Learning from Harm</td>
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<td>• Reducing Avoidable Mortality</td>
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<th>Care that is Clinically Effective:</th>
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<tr>
<td><strong>Priorities</strong></td>
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<tr>
<td>• Deliver reliable effective care – care pathways</td>
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<td>• Deliver reliable effective care – advancing quality (AQ) programme</td>
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<th>Care that provides a positive experience for patients and their families:</th>
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<tr>
<td><strong>Priorities</strong></td>
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<tr>
<td>• Drive performance in patient experience</td>
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<tr>
<td>• Act on patient feedback</td>
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<tr>
<td>• Co-create improvements</td>
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To be the employer of choice

We will do this by attracting the best people who understand what is expected of them, are capable of doing it and choose to do so.

This will be achieved by developing and engaging our workforce to ensure our staff have the right skills, knowledge, attitude and behaviours to deliver high quality care in the right place, every time.

### People and Organisational Development Goals

#### Recruitment and Selection:
- We will anticipate how many staff we need and recruit them in advance of posts becoming vacant
- We will select people for their attitude as much as their skills
- We will ensure that everyone joining Aintree understands and commits to our common purpose and our values
- We will explore new roles and new ways of working for the future

#### Education and Learning:
- We will support our people to develop the knowledge and skills they need to do their job well
- We will enable our people to make improvements to the way things are done within Aintree and to grow and develop as individuals
- We will enable our people to learn from successes and our failures through continuous improvement

#### Leadership and Management:
- We will manage and lead our people well
- We will strive to become a clinically-led organisation
- We will involve our people in decision-making and listen to what they have to say to develop Aintree as a great place to work

#### Recognition and Reward:
- We will value and recognise our people’s contribution
- We will look after our people’s wellbeing
- We will celebrate all that we have achieved together
To be the partner of choice

Our intention is to be regarded as a preferred partner because we have a high quality offer and a reputation for delivery and integrity.

We will continue to improve the quality and performance of our services to ensure that we meet our terms of authorisation as a Foundation Trust, comply with Care Quality Commission (CQC) standards and meet our contractual obligations with our commissioners.

We will build on our strengths, values and behaviours to create effective partnerships with our patients, commissioners and other providers of care services both within the community environment and across secondary and tertiary care. Working with Clinical Commissioning Groups, we will develop and deliver locally accessible services in parallel with developing an appropriate portfolio of specialist services through collaboration with the Specialist Commissioners and other hospital providers. Our commitment to reducing health inequalities will be at the heart of our partnerships, working together to ensure we do the best we can for our local population. While partnership is a key strategic objective, its implementation is a function of priorities in a number of our plans.

Partnership Goals

Patients – we will help reduce health inequalities in our local population by:

- Promoting health improvement messages at every opportunity
- Working with our patients to improve self-care and management
- Embedding shared decision making and information sharing at every level

Community providers – we will work closely with GPs and other primary, community and social care professionals to:

- Develop Integrated Health & Social Care Services; share information; ensure timely access to our expertise; provide locally accessible care; and, help shape care pathways

Specialised Centre – we will contribute to the development of a centre of excellence:

- As the single receiving site for Major Trauma in partnership with The Walton Centre
- As an Integrated Cancer Centre providing Upper GI cancer services within an integrated gastrointestinal service working principally with the Royal Liverpool
- As an Integrated Cancer Centre providing Head and Neck Cancer Services in liaison with Liverpool University and The Clatterbridge Cancer Centre
- As a tertiary acute Stroke Centre in partnership with The Walton Centre to develop surgical interventions
- As the regional provider of specialist services such as respiratory medicine, endocrinology, rheumatology, and hepatobiliary & liver services
- As a teaching hospital of the Universities of Liverpool, Chester and Edge Hill
- As a provider of high resolution diagnostic services
- As the Level 1 Accident & Emergency Service in Merseyside
**To be clinically and financially sustainable**

Clinical and financial sustainability are inextricably linked and interdependent. In order to secure income through the delivery of high quality services, the Trust must have the right people and resources in place.

**Clinical Sustainability**

As a provider of healthcare, Aintree has a role that spans health promotion, primary, community, secondary and tertiary care. We have established seven principles as our decision making framework against which all services are measured for inclusion in our portfolio of Clinical Services. Where a service meets these principles, it could be expected that we will continue to deliver the service within current organisational arrangements; if, however, a service cannot guarantee patient safety, clinical quality and performance against standards consistently because of demand or capacity issues, we would consider whether a partner solution should be sought or whether we should have a discussion with the commissioners or provider partners about whether Aintree should continue to provide that service. There may be occasions where services meet most of the seven principles but are on the borderline of making a viable financial contribution because of the nature of the tariff. In such cases we will make investment decisions to secure the sustainability of these services based on their relevance to the Trust’s wider portfolio of services.

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**Clinical Sustainability**

**Our seven principles for decision making are:**

- Is there a public health benefit arising from the delivery of the service?
- Is it a service the commissioners want to buy?
- Does the service have sufficient volume of activity to be clinically safe?
- If the service requires emergency cover, can this be provided consistently to maximise patient safety seven days a week?
- Is there sufficient capacity to match demand and to ensure all performance and quality standards are met?
- Is the service essential to maintain key linkages/support for other services?
- Is the service financially viable in the context of tariff income?

**In applying these principles we will:**

- Ensure our service developments are aligned to national and local priorities
- Ensure our services continue to support the highest quality education and research
- Ensure services meet the required standards for delivery as outlined in National Service Specifications, NICE guidance and Cancer Improving Outcomes Guidance
- Ensure emergency and urgent care services are reliable and consistent, seven days a week
- Ensure that the cost of service delivery will not exceed the financial envelope available from the national tariff
Financial Sustainability

In the years ahead, both the NHS and local government face a period of increasing restraint on resources; therefore, we will need to improve the quality of care whilst at the same time finding more cost-effective ways of delivering services.

Financial sustainability will be achieved by securing the income for the services we deliver, ensuring we have good financial stewardship and using our resources efficiently and effectively.

We will maintain clinical and financial sustainability through delivery of our Operational Priorities. This will require ever closer integration with primary, community and social care services to keep people healthy and reduce hospital admissions and to shorten their length of stay in hospital should they need admission. It will also require close partnership working with commissioners and with other providers to ensure the most effective configuration of hospital services as part of the One Liverpool Plan. This strategic objective will be supported by seizing the opportunities provided by new technologies.

Financial Sustainability

- **Securing our income** – we will deliver a balanced portfolio of services across the acute, chronic conditions and diagnostic domains ensuring robust clinical linkages and standards

- **Optimising our borrowing potential to invest upfront in long term facilities**

- **Economy** – we will control our costs through:
  - Procurement savings
  - Changing the way we work
  - Use of Informatics

- **Efficiency** – we will improve productivity by:
  - Reducing the time patients spend in hospital
  - Reducing out-patient cancellations
  - Optimising theatre utilisation

- **Effectiveness** – we will do the right things by:
  - Maximising day case rates and ambulatory care
  - Providing 7-day services
  - Getting it right first time, every time (reducing errors and avoiding readmissions)
SUMMARY

Every element of our Corporate Strategy is focused on improving patient care and will be underpinned by strong leadership and governance, including robust risk management. The Board of Directors, Senior Leadership Team and our staff are committed to delivering this strategy together and in partnership with patients, commissioners and other providers of care in Merseyside and beyond.

Dr Neil Goodwin CBE
Chairman

Steve Warburton
Chief Executive