

Trust Strategy 2018 - 2023



The Walton Centre
NHS Foundation Trust



About us

The Walton Centre is the only specialist hospital trust in the UK dedicated to providing comprehensive neurology, neurosurgery, spinal and pain management services.

Our specialist staff offer a world-class service in diagnosing and treating injuries and illnesses affecting the brain, spine and peripheral nerves and muscles, and in supporting people suffering from a wide range of long-term neurological conditions.

We serve a catchment area of **3.5 million** people across Merseyside, Cheshire, Lancashire, Greater Manchester, the Isle of Man and North Wales and beyond. We have service partnerships with **18 NHS Hospitals** across the area we serve.

Our **'Walton Clinics'** model on **44 sites** providing care for neurology means that many people are able to access outpatient consultations and many tests closer to home, and takes specialist services as close to service users as possible, with neurosurgery, highly specialised assessments and in-patient care being undertaken at The Walton Centre.

Our focus and size enables us to uniquely deliver effective and efficient specialist care offering our patients the best possible outcomes.

In October 2016 the CQC rated our Trust as 'Outstanding'.

Shaping our Strategy - Together

In 2018, the Board of Directors agreed that the time was right to review our strategy. We took an inclusive approach to refreshing our strategy involving:

- ✓ Patients, their families and carers
- ✓ Our staff
- ✓ The Council of Governors
- ✓ The Board
- ✓ Partner organisations
- ✓ Commissioners and regulators

We have taken into account the national and local strategies that are relevant to our patients, their families, carers, our staff and our organisation as a whole.

The involvement work took many forms and some key themes emerged. These were:

- being patient and family centred
- developing our services & technology
- health and wellbeing
- working with partners
- introducing new ways of working
- promoting our services and achieving the best outcomes

Thank you to everyone who helped us with this important work.

Our Vision

Excellence in Neuroscience



Our vision is **Excellence in Neuroscience**. We are always striving for outstanding patient outcomes and the best patient, family and carer experience. We will continue to cherish the standards we have achieved, whilst exploring how we can enhance these further, shaping neuroscience treatments and care for the future.

Our Purpose

Dedicated specialist staff leading future treatment and excellent clinical outcomes for brain, spinal and neurological care nationally and internationally.

Our vision is what we strive for and our purpose is what we do. Our purpose has been chosen by our staff to reflect our culture, what we believe in and what we strive to deliver for our patients and their families.

As a specialist Trust we have a strong track record of consistently performing well, delivering excellent patient outcomes in our specialist area of neurosciences care. We have a therapeutic focus and world class expertise in many rare and complex patient conditions in our specialist field.

To deliver our vision and to meet our purpose, we have through consultation with staff, patients and partners agreed a set of ambitions together.

Our Ambitions

We will:

- **Deliver best practice care** and treatments in our specialist field.
- **Provide more services closer to patients' homes**, driven by the needs of our communities, extending partnership working.
- Be **financially strong**, meeting our targets and **investing** in our services, facilities and innovations **for patients** and staff.
- **Lead research, education and innovation**, pioneering new treatments **nationally and internationally**.
- **Adopt advanced technology and treatments** enabling our teams to deliver excellent patient and family centred care.
- Be **recognised as excellent** in our patient and family centred care, clinical outcomes, innovation and staff wellbeing.

For each of our ambitions we will define further what success will look like and what we expect to achieve in the first year of the strategy. At the annual refresh we will build on these for the future.

Our Values

To meet our ambitions we need to ensure a learning culture, that empowers staff to believe they can make and lead change, be curious and seek continuous improvement.

We want all staff to feel comfortable being open and honest, treating patients and each other with dignity and respect and we do this through our Walton way values; Dignity, Respect, Caring, Pride and Openness.

Staff were keen to keep the Walton Way values, which they helped to design, to underpin the Trust strategy and remain core to everything that we do.



Ambition: Deliver best practice care and treatments in our specialist field.

Our successful strategy will mean that we are:

- Leading standards and consistently delivering excellent evidence based care in neurosciences.
- Providing patients with an experience that is beyond their expectations.
- Improve quality and services using a consistent quality improvement methodology across the organisation.
- Delivering the best patient clinical outcomes in our field.
- Continually investing in our patient environments.
- Ensuring our staff have access to training, education and events that increase their knowledge and empower them in their roles.
- Working together recognising our strength in diversity and embracing our inclusivity.

In the next year we will:

- Be in the top quartile of all patient clinical outcomes measured in neurosciences.
- Deliver year on year improvement in our national inpatient survey results and Friends & Family Tests (FFT).
- Build additional out-patient rooms in the Sid Watkins Building to improve patient experience and access.
- Create an outside space for our long term critical care patients.
- Ensure patients and staff feel comfortable to bring 'their whole self' to the Trust, being an 'employer of choice'.
- Work with the Advancing Quality Alliance (AQUA) to develop training for staff in Quality Improvement Programme (QIP) skills for change.
- Explore bringing the 'Neurocourse for Nurses' course in-house to increase access to training and education for staff.
- Increase the breadth of staff wellbeing programme including sessions that support staff in their roles e.g. a resilience programme.

Ambition: Provide more services closer to patients' homes, driven by the needs of our communities, **extending partnership working.**

Our successful strategy will mean that we will:

- Establish new partnerships, delivering collaborative benefits with commissioners, local authorities, community services, business and commercial partners.
- Build on our Neuro Vanguard work by positively influencing patient pathways of best practice across Cheshire and Merseyside (C&M) and beyond.
- Build and increase on the range of services we provide and the areas in which we provide them.
- Involve patients and the public to shape our services and developments at every stage.
- Invest in new roles and technology to enhance services and partnership working.

In the next year we will:

- Have executive level engagement with partners, exploring new ways of working e.g. spinal network, Health and Care Partnership for Cheshire and Merseyside (H&CP) and community alliance.
- Lead patient pathways of best practice across our communities in headache, first seizures and back pain – working with GPs, Clinical Commissioning Groups (CCGs) and Emergency Departments.
- Build and extend our mechanical thrombectomy service and trial our Community Pain Management Programme (CPMP).
- Extend our services into new areas e.g. Shropshire.
- Have developed a role dedicated to working with business and commercial partners, that will explore new options.
- Utilise technology and diversify models of accessibility and communication to support our patients care.

Ambition: Be financially strong, meeting our targets and investing in our services, facilities and innovations for patients and staff.

Our successful strategy will mean that we will:

- Consistently meet our financial targets by working closely with commissioners and patients to ensure excellent outcomes, service delivery and good value for money.
- Deliver a NHS Improvement risk rating of one (lowest risk) which enables the Trust to have maximum autonomy in terms of financial decision making.
- Explore new opportunities and markets to diversify our portfolio of income.
- Consistently deliver our cost improvement programme through our Quality Improvement Programme (QIP) methodology.
- Increase our productivity and efficiency through streamlining patient pathways and utilising technology.
- Concentrate on two main Trust wide service improvements utilising our QIP approach each year.
- Build partnerships to deliver mutual benefits.
- Invest in our services, staff, facilities and innovations for patients.

In the next year we will:

- Work with commissioners / clinical commissioning groups / The Health and Care Partnership for Cheshire and Merseyside (H&CP) to reduce costs and provide new treatment options e.g. Community Pain Management Programme (CPMP).
- Extend our catchment areas and services we provide e.g. Shropshire, exploring technology and service delivery to improve care e.g. with Isle of Man.
- Introduce QIP methodology throughout the Trust.
- Lead on two Trust wide QIP programmes in patient flow and theatre utilisation.
- Explore private patient opportunities e.g. in the Pain Management Programme (PMP).
- Utilise best practice guidance such as 'Get It Right First Time' (GIRFT) and new opportunities to improve our performance.

Ambition: Lead research, education and innovation, pioneering new treatments nationally and internationally.

Our successful strategy will mean that we will:

- Develop a culture of learning and innovation through a pipeline of Trust wide projects.
- Collaborate with universities, businesses and commercial partnerships to lead innovation, education and research and new ways of thinking.
- Increase research, publications and the number of patients in clinical and commercial trials in neurosciences.
- Demonstrate how our research, education and innovation lead, shape and improve practice in our field.
- Create and embed a focus upon neuroscience across the whole curriculum for both undergraduate and post graduate medical students.
- Increase the effectiveness of clinical and academic delivery for the whole workforce through a more integrated and seamless education provision.

In the next year we will:

- Prioritise a pipeline of innovative projects initially in rehabilitation that can fundamentally improve diagnostic and treatment options for patients.
- Establish new partnership working to progress our innovation ambitions, working closely with The Walton Centre Charity.
- Undertake a review of our Research and Development approach exploring how we can support, facilitate and enable clinicians.
- Work more closely with Liverpool Health Partners (LHP) improving our engagement, participation in citywide research and the support received for research.
- Build on existing relationships with universities and others to further our academic programmes and education opportunities for students and staff.
- Recognise the importance of our clinicians' research ambitions alongside service delivery.

Ambition: Adopt advanced technology and treatments, enabling our teams to deliver excellent patient and family centred care.

Our successful strategy will mean that we will:

- Maximise technology at patients' bedsides and beyond to improve care and enhance patient experience.
- Utilise data and analytics to reduce duplication and enhance decision making for staff.
- Be part of a 'one digital record' ambition across Cheshire and Merseyside to connect patient records to improve and integrate safer care.
- Develop digital intelligence, utilising analytics and technology to drive service and pathway improvements for patients, whilst enabling staff to continuously inform service development.
- Have a culture of innovation, curiosity and creativity that progresses options for digital, IT, pharmaceutical, diagnostic and treatment technology to advance patient care.

In the next year we will:

- Invest in our Trust website to improve access for patients, staff, partners and the public.
- Undertake a review of IT and Digital Intelligence services to determine future requirements.
- Improve patient access and partnership working by piloting tele-medicine and virtual clinics.
- Be a partner in share2care one record programme enhancing system interoperability.
- Set up a Digital Intelligence Unit that can generate information to support staff and patients.
- Engage with staff and patients to prioritise and develop digital requirements.

Ambition: Be recognised as excellent in our patient and family centred care, clinical outcomes, innovation and staff wellbeing.

Our successful strategy will mean that we will:

- Compete with the best in Europe in neuroscience patient outcomes and treatment options.
- Have a reputation for delivering outstanding care by outstanding specialist staff.
- Be at the leading edge of innovation and research shaping neurosciences treatment and care for the future.
- Have an engaged workforce that is increasingly flexible, adopting new ways of working, being recognised as a representative employer and valuing and embracing diversity in our workforce.
- Have a health and wellbeing programme for staff that is an exemplar in the NHS and supports our staff in their roles.
- Be a system leader working with partners to share best practice and improve patients pathways and experiences in the communities we serve and beyond.

In the next year we will:

- Be in the top quartile for all neuroscience patient outcomes nationally and internationally.
- Be in the top ten for our patient care in the national inpatient survey, FFT and our staff wellbeing in the national staff survey results.
- See a year on year improvement in our Workforce Race Equality Standard (WRES) data and be seen as a great and inclusive place to work.
- Further expand our staff wellbeing programmes.
- Be leading best practice patient pathways across Cheshire and Merseyside.
- Have a number of examples where research and innovation is embedded and has changed practice.

How will we measure success and report on our progress?

In this strategy, we have set out our vision, purpose, values and strategic ambitions for the next five years, with tangible examples in year one. Having set this direction, our Council of Governors and Board of Directors must now ensure that it is delivered.

We have set ourselves specific targets which we will use to measure our success in achieving our ambitions. We will monitor and report to the Council of Governors and Board of Directors on the progress made in delivering this Strategy and include a progress report in our Annual Report.

We will also develop a range of underpinning strategies that will set out further detail on how we will achieve our plans, together with divisional approaches. This will ensure all staff are clear how we work together to deliver our strategy and how everyone's role supports and contributes to achieving our goals.

