

# Trust Objectives | 2026 - 2027

## DELIVERING 5 STAR PATIENT CARE



### ★ Care

We will deliver care that is consistently high quality, well organised and centred on the needs of our patients and their families.

- Deliver consistent, high-quality maternity transitional care across MWL, keeping mothers and babies together
- Improve nutrition and hydration for patients through reliable assessment, monitoring and support
- Eradicate corridor care and ensure patients are cared for in appropriate clinical environments

### ★ Communication

We will be kind, open, inclusive and responsive, providing patients with clear information and listening to feedback to improve care.

- Modernise administrative processes to free up clinical time for direct patient care
- Improve digital communication with patients, including access to letters and waiting list information
- Strengthen how we capture, understand and respond to patient feedback

### ★ Systems

We will improve our systems and processes, so they are efficient, reliable and support high-quality care.

- Progress plans for a single Electronic Patient Record to improve consistency and integration
- Implement a single maternity information system to support safer, more joined-up care
- Develop a clear plan for improving and standardising digital systems across community services

### ★ Pathways

We will reduce unnecessary variation in care pathways while recognising the individual needs of every patient.

- Improve discharge processes to support timely, well-coordinated discharge for patients and carers
- Continue to improve cancer pathways so patients receive timely diagnosis and treatment
- Standardise pre-operative and admission processes to improve readiness and reduce cancellations

### ★ Safety

We will embed a strong culture of safety that reduces harm, improves outcomes and supports learning and improvement.

- Ensure patients with suspected sepsis receive timely, appropriate treatment in line with national guidance
- Further improve safety in surgery by embedding consistent safety standards and learning from incidents
- Reduce avoidable infections by strengthening infection prevention and control practice across all services

## DEVELOPING ORGANISATIONAL CULTURE AND SUPPORTING OUR WORKFORCE

We will create a supportive, inclusive and compassionate culture where staff feel valued, developed and able to do their best work.

- Strengthen leadership and management capability, particularly within operational and clinical teams
- Improve staff health, wellbeing and attendance through prevention, early support and positive working environments
- Embed compassionate, inclusive leadership and live our Trust values and behaviours at every level
- Support staff networks and ensure staff voices shape our culture, policies and decisions
- Improve access to career development, learning and progression opportunities for all staff

## OPERATIONAL PERFORMANCE

We will meet and sustain national and local performance standards.

- Improve urgent and emergency care performance and patient flow
- Reduce waiting times across elective, outpatient and diagnostic services
- Improve theatre productivity and make best use of available capacity

## FINANCIAL PERFORMANCE, EFFICIENCY AND PRODUCTIVITY

We will deliver our financial duties while improving productivity and value for money.

- Deliver the agreed financial plan for 2026/27
- Improve efficiency through collaboration with partners across the system
- Deliver capital investment to support safe, high-quality environments and increased capacity

## STRATEGIC PLANS

We will work with partners to deliver sustainable, high-quality services for the future.

- Establish major transformation programmes to improve urgent and emergency care, surgery, outpatients, community and administrative services
- Progress plans linked to the Shaping Care Together programme
- Work with partners to reduce delays for patients who are ready to leave hospital
- Continue to deliver the Trust's Health Inequalities Strategy
- Support the development of neighbourhood-based models of care