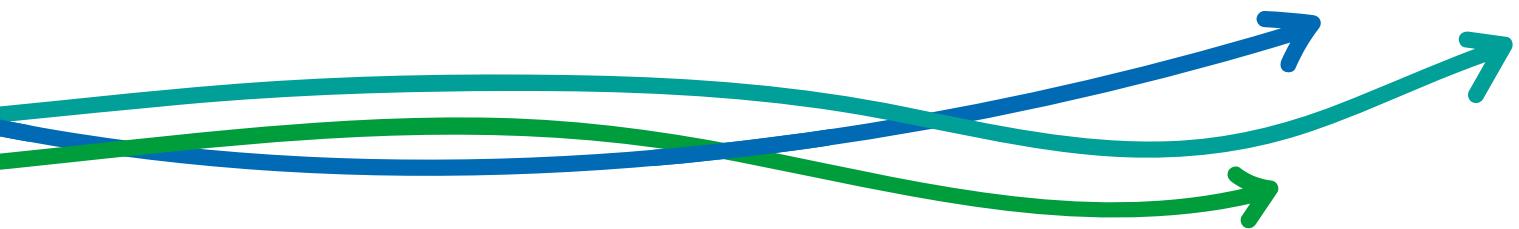


Modern Integrated Outstanding

PAHT 2030





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“The care and treatment I received was the best ever...so much care and support. I couldn’t have got through a difficult time without it. A big thank you straight from the heart.”

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Our journey



We are on the verge of a defining moment in PAHT's history.

What lies ahead is a journey of transformation and improvement that will lead us successfully into the future, enabling us to deliver modern, integrated and outstanding care that keeps our growing and ageing population healthier.

Against a backdrop of NHS and system transformation, the relentless pace of scientific, technological and clinical innovation, and our amazing opportunity to build a brand-new hospital, we need a strategy that is big, bold and ambitious.

This is that strategy. PAHT 2030 is our organisational roadmap for the next 10 years. It is designed to inspire and challenge us, to guide and unite us in working smarter and better to achieve our vision.

It is the outcome of the many conversations and listening events we've had over the last year. Thank you to everyone who has shaped

PAHT 2030 by sharing their thoughts, ideas and experience.

We have already made great progress in achieving our vision, thanks to your hard work. But there is much more to do. Now, more than ever, we need to come together as one team, working with our local, regional and national partners, our patients and our communities to make PAHT the centre of excellence we know it can be.

We hope you are excited by this strategy and eager to embrace the challenges ahead.

Lance McCarthy
Chief executive

"PAHT 2030 is about transforming the way in which healthcare is delivered for our communities and creating a much more modern, much more welcoming place for our patients to be treated and our people to work."

Lance McCarthy

Our vision

To be modern:

always using up to date treatments, technology and facilities.

To be integrated:

working as one to provide joined up healthcare that always puts patients first.

To be outstanding:

delivering healthcare that our patients deserve and that makes us proud.



Our PAHT 2030 vision is to be **modern, integrated** and **outstanding**.

Our five priorities provide the focus to achieving that vision over the next 10 years: transforming our care, our culture, digital health, corporate transformation and our new hospital.

Our five core objectives: patients, people, performance, places and pounds hold us to account, keeping us grounded in reality and challenging us to keep improving the experience for our patients, visitors and people.

And throughout everything we do, we are guided at all times by **our values**: patient at heart, everyday excellence and creative collaboration.



What this means for our patients

Our patients are at the heart of this strategy and we will provide them with the best care and outcomes:

- **Quicker diagnosis and faster access** to services whoever or wherever they are.
- **Innovative and responsive care** in different settings, including patients' homes, the community and our new hospital.

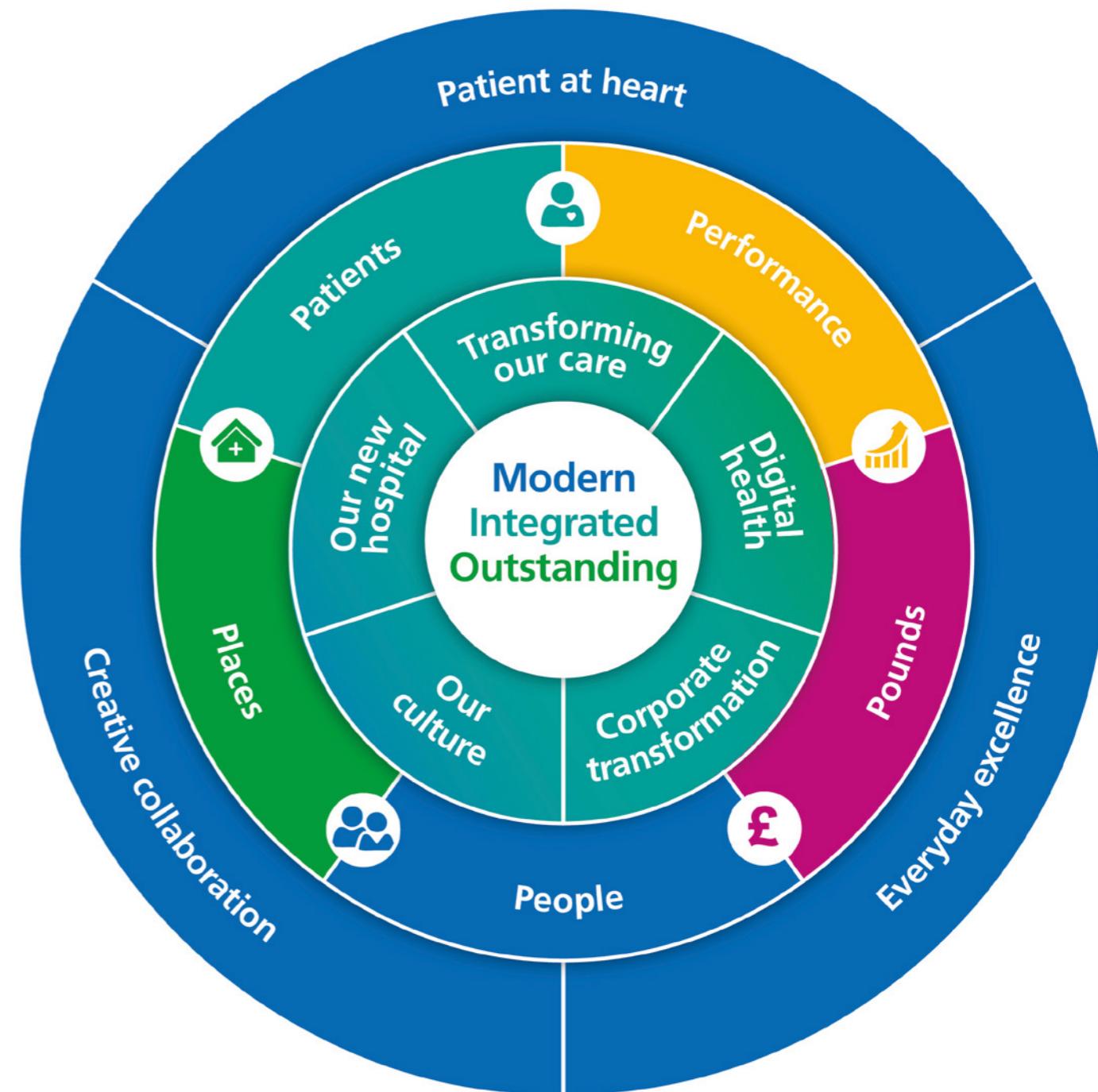
- **Holistic care with increased self-management and prevention support** to help them remain healthier for longer and out of hospital.
- **Accessible services** tailored to the needs of our population with easy access and a seamless patient experience.

What this means for our people

Our people are key to driving this strategy forward, and through creative collaboration we will achieve our vision and they will:

- **Be proud** of the work they do and feel valued and respected.
- **Be listened to**, and their ideas, issues and concerns acted upon to deliver real change.

- **Be supported to learn and develop**, fulfilling your personal and career ambitions.
- **Work in a high quality environment** with world leading technology that helps them deliver excellence every day.
- **Have their uniqueness celebrated** and have equality of opportunity to grow, develop and achieve.



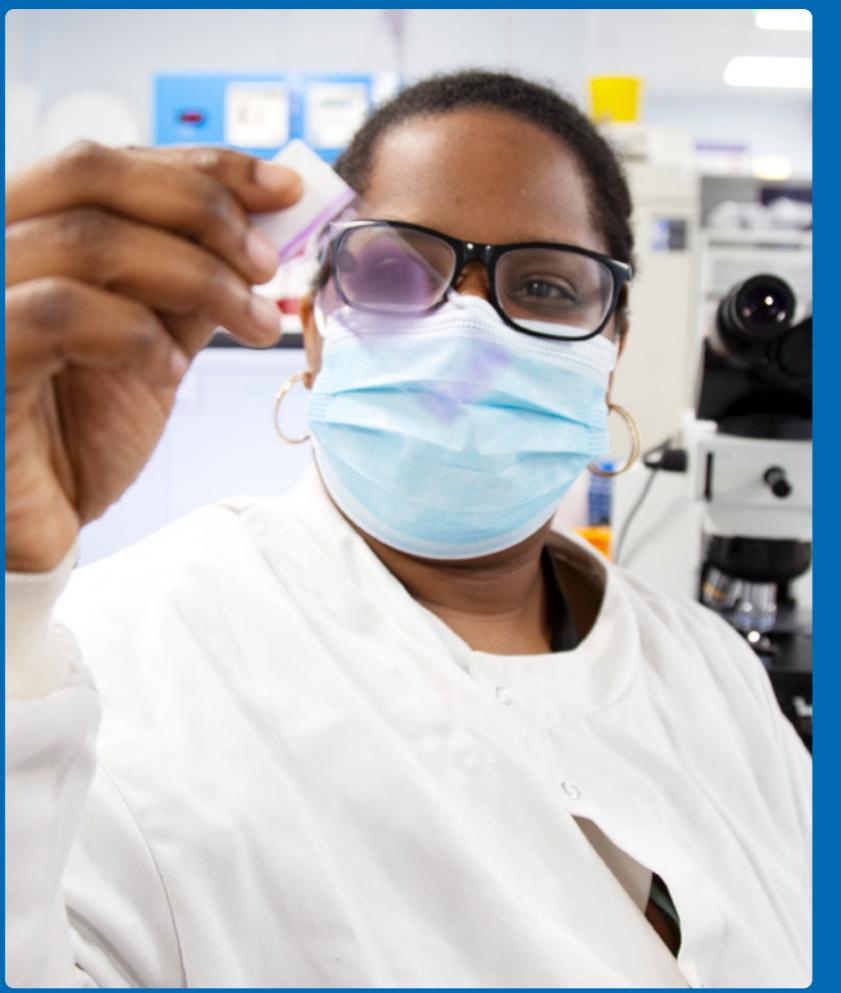
Our case for change

We need to transform the way healthcare is delivered to reduce health inequalities and meet the needs of a growing and ageing population.

Our goal is to

- Improve the health and wellbeing of our population.
- Improve patient and user experience of care, including quality and safety.
- Reduce the per capita cost of healthcare.

Major transformation is already underway amongst healthcare providers across the UK in line with the NHS Long Term Plan. We are part of that system, working collectively towards a common goal of an integrated care system that always puts the patient at its heart.



"Despite being under immense pressure everyone treated me with courtesy and kindness. You are all amazing. Thank you, PAH staff." **Patient**

Some health facts about our population

1 in 5 Harlow adults smoke - above the national average.

More than 1 in 5 Harlow 4-5 year olds are overweight or obese – same as the national average.

Every year there are 1,800 cancer cases and 750 cancer deaths in West Essex CCG.

8.5% of the population in West Essex CCG have diabetes and 8% in East and North Herts CCG.

Global challenges, local demands

Population growth, changing lifestyles and socio-economic factors affect how we will deliver healthcare in the future.

To deliver outstanding care we will need to address these challenges head on:

- **Growing population:** projected to increase 8.6% in West Essex by 2026. Only 20% of the local population's health is influenced by health and social care services.
- **Ageing population:** people are living longer but not necessarily healthier. 43% of the total population increase for West Essex by 2026 will be in the over 65s.
- **Lifestyle:** chronic diseases are our number one killer. 63% of people in West Essex are overweight or obese, and smoking rates in Harlow are higher than average.
- **Patient expectation:** new technology has raised expectations. In healthcare this expectation continues to rise across communication, access and service provision.
- **Sustainability:** hospitals have a massive carbon footprint and this needs to change. We need a hospital estate that helps deliver new sustainable care models.
- **COVID-19:** unprecedented demand takes a long time to fully recover from and we need to demonstrate value for money through operational and financial efficiencies.

Working in partnership

Our role in the wider regional health system is critical to delivering our vision.

Regionally, we are part of the Hertfordshire and West Essex Integrated Care System (ICS), the strategic body responsible for the long-term healthcare of 1.5m people. Locally, we are part of the One Health and Care Partnership, our Integrated Care Partnership (ICP) with West Essex CCG, Essex County Council and Essex Partnership University Trust.

We will continue to work closely with ICS and ICP partners and our primary care network to achieve greater service integration, meeting the needs of our local communities. We will share expertise and information and provide the best possible care in the home, in the local community and in our hospital.

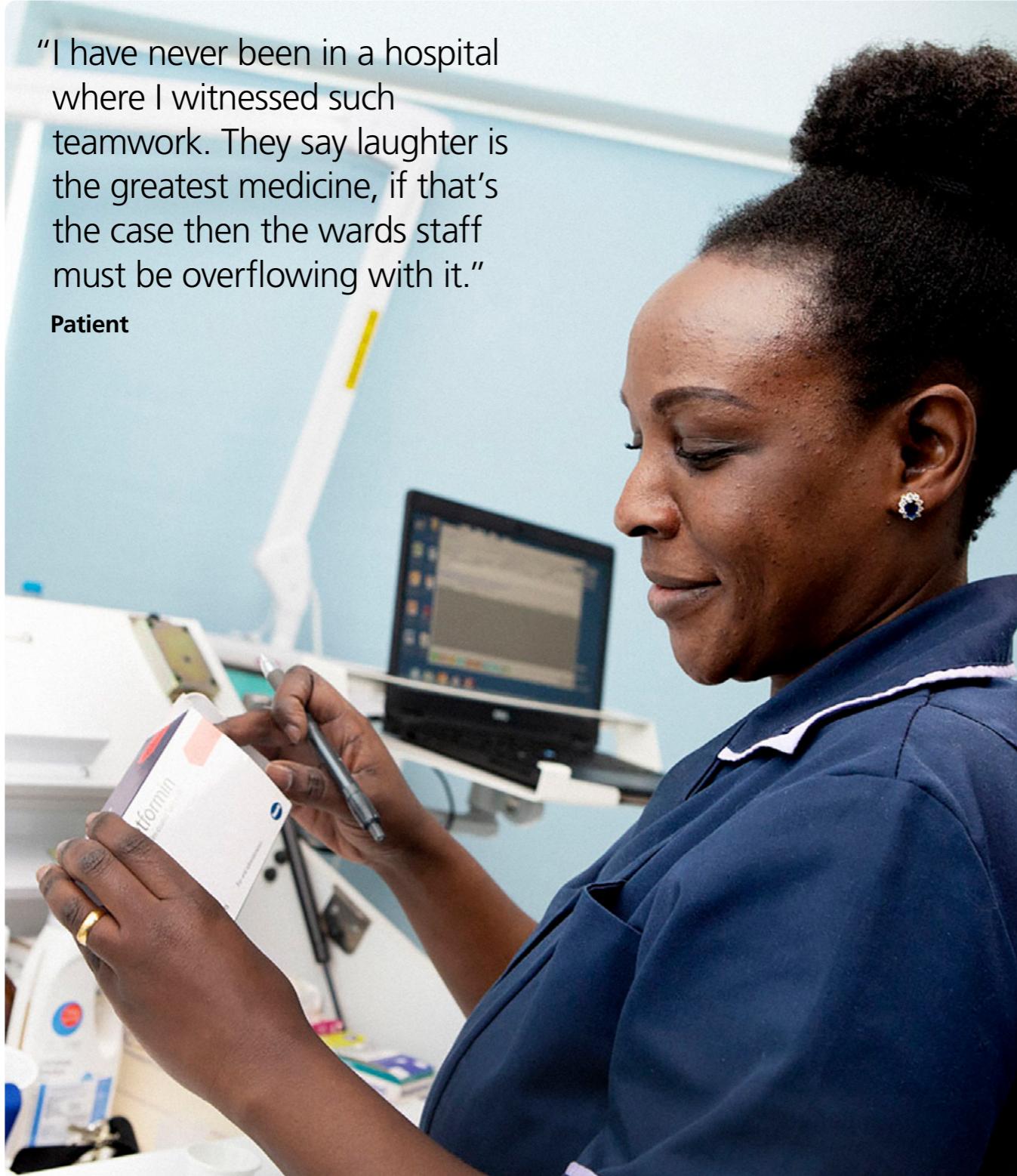
OHCP Vision

"Working together as one to provide the best possible care and support for people when they need it."

Our strategy

"I have never been in a hospital where I witnessed such teamwork. They say laughter is the greatest medicine, if that's the case then the wards staff must be overflowing with it."

Patient



This photo was taken before Covid-19

Strategic priorities

Our five strategic priorities guide us in our vision to deliver outstanding healthcare to our community now and in the future:

Transforming our care

The most up to date and expert care designed to meet the individual needs of the patient, where and when they need it.

Our culture

Fostering and nurturing an environment where our people are engaged, listened to, supported and helped to grow.

Digital health

Harnessing new technology and digital solutions to transform patient care and improve how we work.

Corporate transformation

Modernising our corporate services to support our clinical teams in providing outstanding care.

Our new hospital

A world-class hospital for the future, providing first-rate care for our patients and the best place to work for our people.

Transforming our care

Priority one

The most up to date and expert care designed to meet the individual needs of the patient, where and when they need it.

We've developed new models of care to transform the way we deliver the right care for our patients, at the right time and in the right place.

Models of care have been developed in the following areas:

- Elective care, including outpatients and surgery
- Urgent care
- Family and women's services
- Diagnostics and cancer
- Discharge

We will work with our people, our patients, our community and our health and social care colleagues to transform care and improve the

wider determinants of health for all our population through the use of the latest technology, data, expertise and lived experience.

In our ambition to make the patient journey as seamless and efficient as it can be, we will bring key departments and clinical adjacencies closer together to enable better resource sharing, stronger communication and more effective collaboration in delivering high quality care.

Alongside this we are developing speciality level clinical strategies to drive the transformation that needs to happen so that we can embed the models of care from the day we move into our new hospital.

We will:

Work with health system partners to empower patients to take more control over their care and in monitoring their health.

Enable our people to work in connected, streamlined ways to deliver the right care, at the right time, in the right place.

Drive continuous improvement using real time data to enable PAHT to be a truly learning organisation.



"As nurses we hear first-hand what patients think...their experience of care is pivotal to our improvement of care."

Staff member

What will be better?



Patients

Patients will use their own data to keep healthy and to know when to come to hospital. They will experience care that meets their own personal needs. They will stay in hospital by exception. They will be in control of scheduling their appointments and be able to give real time feedback to help PAHT be the best it can be.



People

Our people will be working in an environment that allows them to be their best. They will be supported to deliver care as part of a skilled multidisciplinary team connected across the whole pathway. They will prioritise the needs of each patient and by using real time patient data know they are delivering the right care at the right time.



Performance

Real time data will enable continuous improvement ensuring the right resources support the right care – reducing waste and improving timeliness of care. Visibility of 'how we are doing' through a suite of quality metrics measured in real time will enable us to celebrate our successes and respond meaningfully to performance improvement.



Places

PAHT will be an environment that supports and sustains the health and well-being of our people and community. More care will be delivered closer to home reserving PAH for only those who most need it.



Pounds

Financial performance will improve due to streamlining and standardising of clinical pathways, clinical processes and the resultant reduced wastage. Delivering the right care, by the right skilled staff in the right place ensures that the taxpayers' pound is being used to its best effect for the care of our patients.

Transforming our care

Priority one

"A massive thank you for being so amazing with my son. Kind, reassuring...I can never thank you enough. You made my son feel safe when he was scared, and I'll be grateful always."

Carer

2021 milestones

All clinical strategies launched across OHCP

Mental health strategy launched

PAHT Quality strategy launched

COPD, HF and falls virtual clinical models embedded

Key leader of OHCP and system integration

Clinical pathway quality metrics established for key pathways

Same Day Emergency Care and Adult Assessment Unit pathways embedded

2022 milestones

Training available for extended caring roles

Virtual outpatients becomes business as usual

Surgical pathway and optimised use of theatres recovers elective surgery

Emergency care for emergencies only

Virtual hospital used for many pathways of care

2023 milestones

EPR real-time data informs continuous improvement across clinical pathways

All clinical documentation in one place with improved access

Continuous patient monitoring for rapid care response in and out of PAH

Highest quality clinical coding achieved

Patient portal supports two-way communication between patient and PAHT

2024/25 milestones

Models of care embedded in OHCP with continuous evaluation and improvement

More patients cared for in 'homes' rather than hospital

Virtual appointments enabled by real time patient data are standard

Patients monitoring own health data with training and technology support

Patients access specialist care from a connected network of hospitals

2026+ milestones

New models of care in use underpinned by continuous improvement

PAHT healthcare models embedding prevention as central

Our culture

Priority two

Fostering and nurturing an inclusive environment that champions diversity and equality, and where our people are engaged, supported and helped to learn and grow.

We will:

Foster a healthy workplace where wellbeing is paramount, and staff feel valued, supported and safe to speak up.

Create new and enhanced ways of working, with a focus on greater collaboration as well as individual professional development.

Offer great career and development opportunities and be a model for diversity and inclusion.



"Let's maintain the engagement with all staff, that way nobody gets left behind."

Staff member

What will be better?



Patients

Our people will be fully trained and delivering patient centred, clinically effective care ensuring the highest level of patient experience.



People

Our people will enjoy working at PAHT and see PAHT as the best place to work and this will be reflected in our annual staff survey results.



Performance

Our people will be productive and making the most of their skills and expertise with our key people metrics are consistently on target.



Places

Digitally enabled agile working will be embedded and our workplace environments will be of the highest standard with places to learn, rest and recuperate.



Pounds

Our people spend will align with the best practice standards set out in Model Hospital data.

Our culture

Priority two

"I was very anxious but as soon as I arrived, I felt listened to, reassured, treated with such kindness, respect and care."

Patient

2021 milestones

Refresh organisational values

Implement a bespoke development programme

Design an annual programme of OD interventions

New Hospital Workforce Strategy published

Equality, diversity and inclusion action plans launched

Revised people governance structure embedded

Introduce a new Extranet

2022 milestones

Shared governance framework implemented across nursing, midwifery and AHPs

Blended learning approach adopted

Building a leadership pipeline for all identified critical roles

Resources to support managers in workforce planning and rostering

ASEQOSH accreditation for staff health and wellbeing team

2023 milestones

Values embedded in all our practices workforce

Staff networks for all colleagues in protected characteristics groups

Fully embedded staff and wellbeing framework

Review the success of all people's programmes and identify gaps to address

Streamline access to all people tools and resources through ESR, Alex extranet and other digital platforms

2024/25 milestones

Integrated and shared people approach with ICS partners

Change readiness programme across PAHT

2026+ milestones

New hospital transition through implementation of new hospital people plan

Digital health

Priority three

Harnessing new technology and digital solutions to transform patient care and improve how we work.

We will:

Use innovative technologies to capture, share and learn from the latest patient and clinical data.

Create a digitally enabled hospital that will increase efficiency and improve staff experience and patient outcomes.

Rollout our powerful new Electronic Health Record.



This photo was taken before Covid-19

“The Electronic Health Record needs a simple programme to access a patient’s entire record.”
Staff member

What will be better?



Patients

Patient experience will be powered by a modern, open electronic health record, co-created by patient and clinicians. Patients will be supported by digital solutions to improve their visit.



People

Multi-channel contact will enable patients, staff, and hospital to interact when and where best suited to them. New tools and ways of collaborative and interoperable working will be implemented across the workforce, partners, and the wider Integrated Care System.



Performance

Our data rich digital hospital will exploit cognitive computing, robotic automation and analytics to provide insights to and support leading edge care delivery across clinical and operational activity. Open integration standards and platforms will ensure safe and efficient data sharing across partners.



Places

Buildings, operational, and clinical systems will be integrated to improve patient outcomes. Flexible, scalable, and secure technology will enable the use of on-demand cloud computing, allowing rapid adoption of new and emerging technologies.



Pounds

A digital control centre will be at the heart of clinical and operational delivery, using insight to improve interventions, patient flow, and operational efficiency across the system.

Digital health

Priority three

“From the moment people arrive, find their way around and get treatment to how we manage the building...all will be supported by new technology and digital solutions.”

Phil Holland, Chief information officer

2021 milestones

e-Health governance mechanism in place
Completion of Business Information provision refresh

EHR Full Business Case submitted to regulators

Shared Care Record first initial implementation

2022 milestones

AI programme launch

Remote healthcare delivery across all clinical services

Proof of concept and implementation of remote monitoring and wearable technologies

HIMSS level 6 Electronic Health Record implementation

2023 milestones

Systems across health services are integrated

Electronic Health Record goes live

Paper free following EHR implementation and corporate services digitisation

2024/25 milestones

Patients access personal information to control their health and care

Digital Control Centre established

Go live of Digital hospital ready ITO provision

2026+ milestones

Digital hospital and HIMSS Level 7 EHR implementation

AI-driven clinical decision support embedded

Digitally enabled infrastructure

Corporate transformation

Priority four

Continue to modernise our corporate services to support our clinical teams in providing outstanding care.

We will:

Modernise our systems and services to support better care delivery making the Trust an amazing place to work and thrive.

Collaborate with the Integrated Care System and Integrated Care Partnership for greater service integration.

Build high quality working environments for greater efficiency and cross departmental working.



This photo was taken before Covid-19

“Don’t retro-fit current processes into new systems...instead develop systems that work.”

Staff member

What will be better?



Patients

The development and support of technological innovations and timely information that will enable our clinical teams to deliver outstanding care



People

A motivated, engaged and high performing workforce, working across organisational boundaries that keep our patients at the centre of all they do



Performance

High performing corporate teams that are agile and responsive to the organisation and system needs to improve overall performance



Places

An infrastructure that is safe and enables our clinical teams to deliver outstanding care



Pounds

Financial sustainability of the local health economy

Corporate transformation

Priority four

2021 milestones

Modernised finance processes through the modernisation of financial systems
Digitalisation of administrative process across PAHT
Improved outcomes in medical administration

"The treatment I received was not only 100% professional but also caring and informative. You are a credit to the NHS."

Patient

2022 milestones

ICS pathology service contract awarded and service transferred to supplier
Rollout of new digital pathway for pathology
Alignment of finance function across our ICP

Review of patient booking and reception point administration
Procurement digitalisation of supply including new inventory system
ICS service improvements including ICS procurement strategy and collaboration

2023 milestones

Completion of digitisation and automation of corporate services functions

Self-service (People and Pounds) by 2022/23
Business planning cycle for corporate and healthcare groups

2024/25 milestones

New procurement operating model fully implemented



2026+ milestones

Transformed teams supporting our people to provide outstanding clinical care

Our new hospital

Priority five

A world-class hospital for the future, providing first-rate care for our patients and the best place to work for our people.

In September 2019 PAHT was announced as one of six hospital trusts across the UK to be developed in the New Hospital Programme (2020-2025). We have undertaken a huge amount of work to understand what our future services may look like. Our clinical teams have been developing their clinical strategies to outline speciality specific transformation, and below are some overarching changes we hope to achieve through building a new hospital estate.

In line with the change in demographics and population growth, our inpatient bed base

will increase in the next 20 years. An increase of 63.5% people will have treatment under a day case service by 2039, which will avoid their need to stay in hospital overnight.

We are planning our space and workforce to provide half of our appointments virtually in our new hospital. This will mean less patients will need to travel to the hospital.

To achieve earlier and faster diagnosis, we are increasing our diagnostic capacity by 38%.

We will:

Improve outcomes for patients and future-proof our service delivery through smart, flexible building design.

Become more sustainable across everything we do, achieving our target of net zero carbon.

Exploit our greenfield location as a place of wellness not illness, for the benefit of staff and patients and local biodiversity.



"It will be amazing to work in the new hospital with modern technology providing the best patient care."

Staff member

What will be better?



Patients

Our new environment will increase the health and wellbeing of our patients and help reduce the length of time people are in hospital through improved room and building design.



People

We will provide an enjoyable and healthy environment for our staff that helps them feel their best and have pride in the care they provide. This includes a state-of-the-art training and development centre, access to outside recreational spaces, larger staff rest areas and quiet rooms for staff to decompress.



Performance

Our new hospital will have the latest innovations in technology and digital healthcare installed to ensure the building works harder and smarter to support our staff to deliver high quality care.



Places

Through a clinically led design process we will build a healthcare facility with updated and innovative layouts which will support improvements in the way we deliver care and provide the right amount of space for our predicted growth in demand.

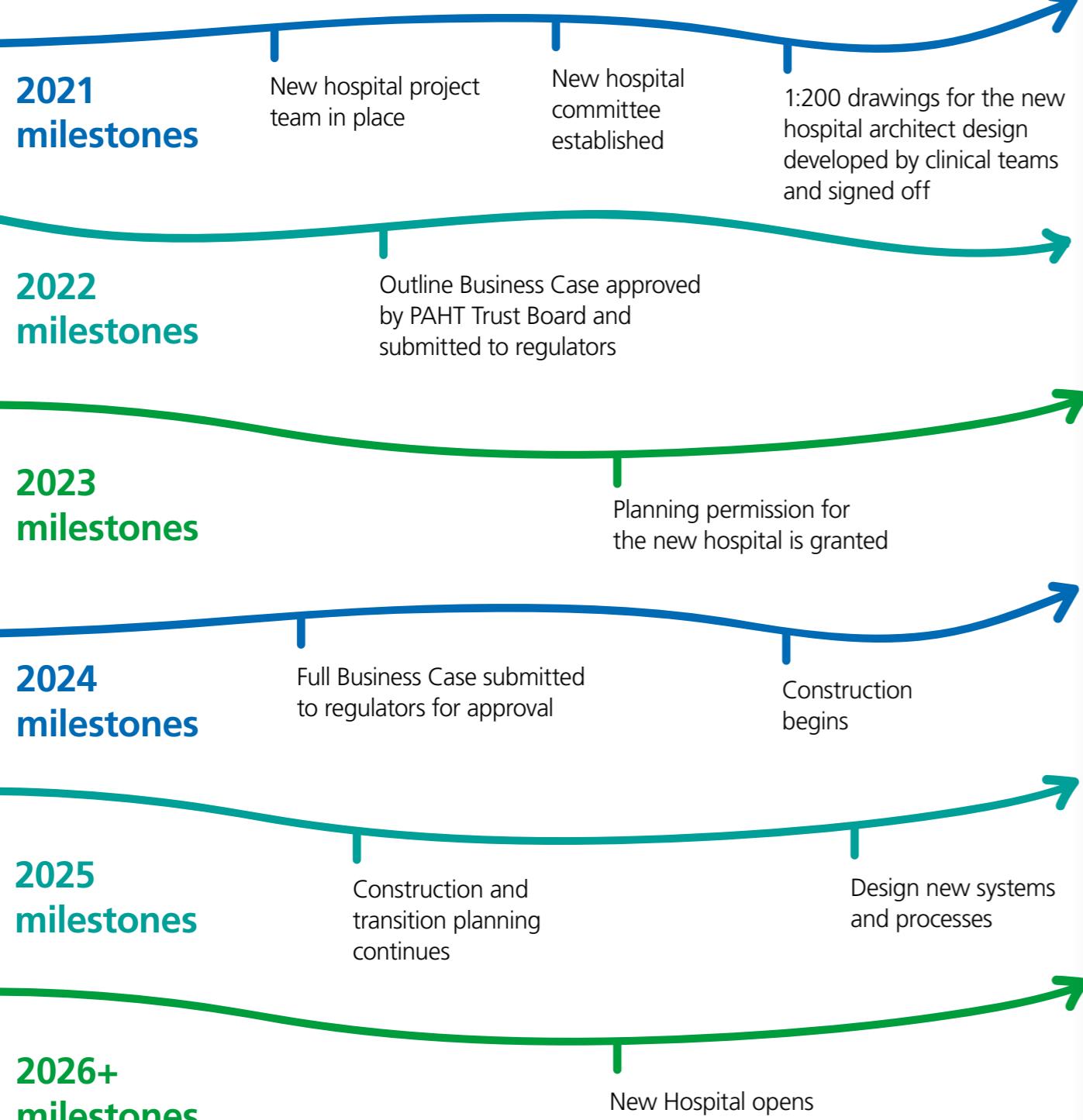


Pounds

By investing in a new hospital building we will reduce the life cycle maintenance costs for both capital and revenue.

Our new hospital

Priority five



"A new Harlow hospital campus will transform health prospects in Harlow and the surrounding areas. It is one of the most important projects in Harlow in a generation."

Robert Halfon, MP for Harlow



Our values

Our values are our guide through the exciting and challenging times that lie ahead, and they will help us achieve our vision for a modern, integrated and outstanding PAHT.

Patient at heart

Always holding the patient and their wellbeing at the centre of our thoughts and efforts.

Everyday excellence

Sharing and celebrating our successes, being honest when we get it wrong, giving us the ability to learn from both.

Creative collaboration

Knowing strength comes from diversity, we combine our experiences, skills and talents, working together to find new and better ways to care.

We aim to live by our values every day

Our values are the golden thread running through everything we do. They have been developed by our people and reflect what is most important to them in their daily work.

To embed our values, we are introducing values-based appraisals and new staff recruitment processes, as well as a new behaviour charter setting out what we expect from ourselves and each other.

"Our new values will equip us to look ahead to deal with increasing health inequalities and complex medical problems and explore what we can do to reduce the burden of disease upon patient populations."

Staff member



How we will do it



PAHT 2030 is our organisational roadmap to take us into the next decade as modern, integrated and outstanding hospital.

It is a hugely ambitious and exciting journey of transformation and improvement; one where business as usual is no longer an option.

If we are to succeed, we need every person who works for us, or works with us to come together and play their part in really driving this change through.

Our transformation journey is underpinned by several key principles:

- Successfully living our values.
- Taking personal responsibility for our actions.
- Leading from the front at all levels in our organisation.
- Co-designing and co-producing to harness our best talent.
- Continuously driving quality improvement.
- Embedding a positive change culture.

Leading from the front

We all have a leading role to play in achieving our vision.

Individuals and teams across all of our divisions will be given time and resource to lead and implement change, with a package of support and professional development to help them succeed.

Our local teams and managers will be empowered to make the changes needed in their areas. They will be encouraged to work in collaboration with colleagues, and will hold responsibility for their areas of delivery.

At senior level, each of our five priorities is led by an executive director, tasked with making sure we deliver what we say we will, and by when.

Transforming our care

Dr Fay Gilder
Chief medical officer

Our culture

Ogechi Emeadi
Director of people

Digital health

Phil Holland
Chief information officer

Corporate transformation

Saba Sadiq
Finance director

Our new hospital

Michael Meredith
Director of strategy and estates

Co-design and co-production

We recognise that our patients and our people are on the frontline of delivery. They know best what needs to improve and how to do it.

So, we will harness that insight, continuing to engage with patients and our people. We will make sure they are listened to and that their ideas, issues

and concerns are acted upon as we move forward with our programme of transformation and improvement.

For us, this is about co-production rather than top-down instruction. Everyone must be empowered to deliver change in ways that will work for them, their teams and their patients.

Driving quality improvement

To hold us to account for delivery, we are creating a new Project Management Office (PMO) to oversee and implement robust project management approaches that will keep us on track throughout the programme.

A divisional delivery team will be assigned to work closely with the PMO as well as our existing Strategy and Quality Improvement

teams. By making sure we're all pulling in the right direction with aligned work streams, we can bring about genuinely sustainable change across the organisation.

And of course, we will continue to implement our Plan Do Study Act (PDSA) quality improvement cycle, as part of our Quality and Patient Safety Strategy.

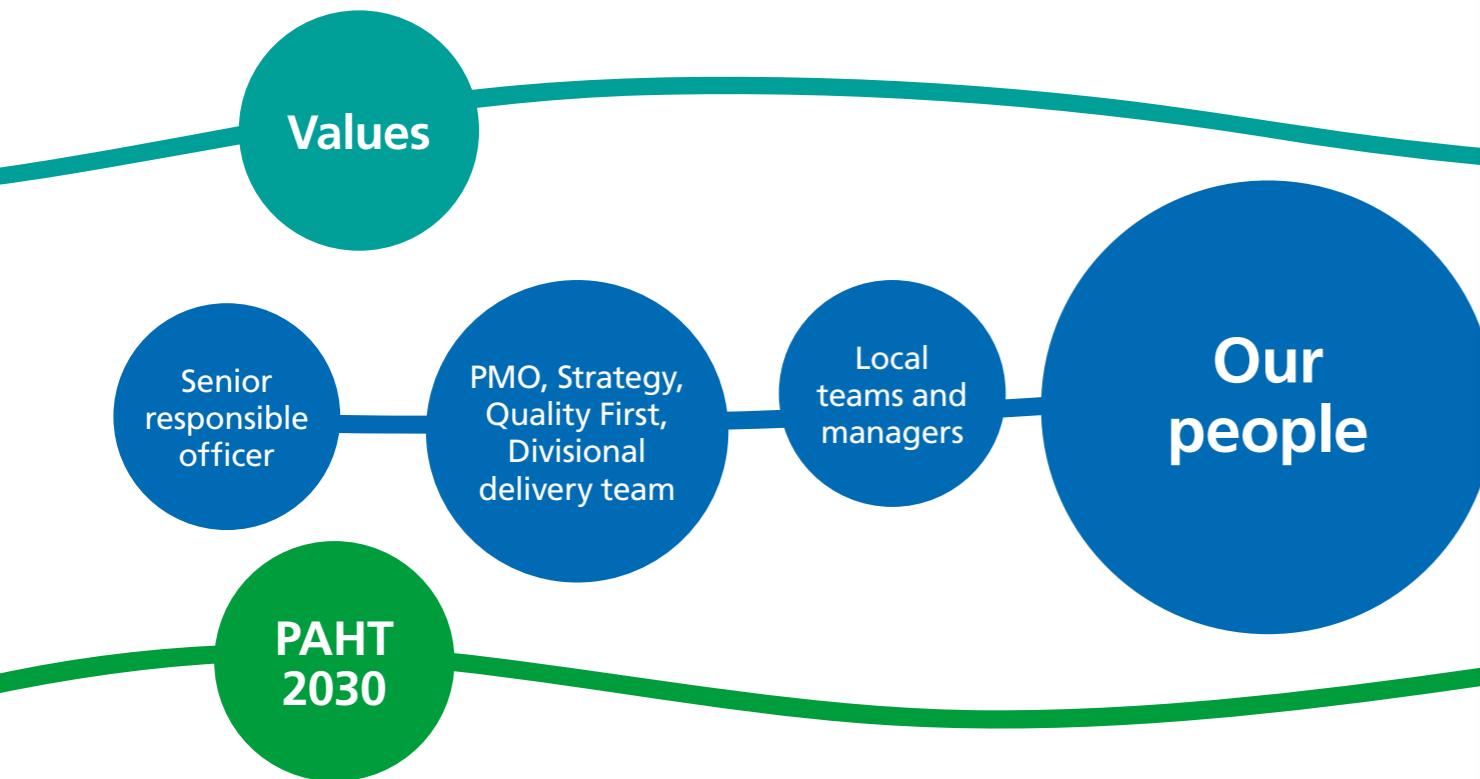
Embedding a positive change culture

A positive change culture can be the driving force in delivering our PAHT 2030. Job satisfaction, collaboration, and performance are all enhanced. And, most importantly, a positive workplace environment reduces stress which benefits our people and our patients.

We will work with our people to create a compelling vision for change and in doing so identify quick wins and define positive behaviours and actions. This will be underpinned by our programme of continuous learning, improvement and appreciative enquiry, building on our core strengths and doing more of what is already working.

To achieve this, we will continue our strategy engagement programme, encouraging feedback that shapes the direction of PAHT 2030. Our people will be supported to manage change at every stage throughout our ambitious transformation journey.

How we will do it



What we need from our people

Our people are key to our success and every individual in our organisation plays an equally important role in making sure we can deliver.

We simply can't do this without the full commitment and support of everyone involved. We need our people and our partners to:

- Understand and engage with PAHT 2030 and our change programme.
- Take responsibility for delivery as individuals and in teams.
- Lead from the front, driving change in behaviour and approach.
- Work collaboratively with others to share and implement ideas.
- Hold us to account for delivery.



Moving forward

Over the next few years, our strategy will evolve as we progress in meeting our five priorities. There will also be local, regional and national factors that will impact on our delivery.

So we will be flexible, adapting and updating our actions, even shifting course where necessary, in order to fully embrace the new opportunities and challenges that come our way.

PAHT 2030 is our amazing, once-in-lifetime opportunity to make the Princess Alexandra Hospital the **modern, integrated** and **outstanding** hospital it deserves to be.

Let's seize our opportunity, and work together to make it happen.

For any questions or feedback on PAHT 2030 or to understand how you can get involved, please get in touch: **paht.strategyteam@nhs.net**



“I know how hard the staff work to help patients, as I have spent time in various wards inside your hospital. Thank you for all the wonderful things you have done for me and my family.”

Patient



The Princess Alexandra
Hospital
NHS Trust



Princess Alexandra NHS Trust

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www.facebook.com/NHSHarlow
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www.pah.nhs.uk

This strategy is a live document
and is updated regularly.
Latest version: September 2021

PAHT2030
modern • integrated • outstanding