



Our Strategy 2019 - 2024

In 2018/19 we

Delivered

4,648 babies

Performed

47,259

Planned operations
and procedures

Saw

455,224

New and follow-up
outpatients

Emergency care

Number of A&E
attendances

133,460

Treated

86% of A&E

attenders within
4 hours

Admitted

50,588

Emergency
admissions

Managing the money

Invested

£15million In our estate

Achieved savings

£14.5million

Received additional non-recurrent funding of

£5.8million

Because we exceeded our financial target
by £66k

Our People

We employ **4,997**
members of staff

We're supported by a team
of **202** volunteers

Providing
the **Best
Possible
Care**

Introduction

We are delighted to present our Strategy which describes the journey that we will take over the next 5-years. This document outlines our approach as we continue our journey to be an outstanding organisation that provides outstanding care.



Alan Burns
Chairman



Sonia Swart
Chief Executive Officer

Our Strategy has been developed with staff, patients and partners to provide the best possible care for our patients and ensure our hospital is an exciting and supportive place to care, work and learn.

Since the publication of our Clinical Strategy in 2014 we have achieved a lot. We have rebuilt parts of our hospital and opened the Nye Bevan Unit, providing new and exciting services such as being the first hospital in the country to fit a Micra pacemaker and we provided care to increasing numbers of people each year. We became the first hospital in the UK to be accredited by the American Nurses Credentialing Centre for Pathway to Excellence® that aims to create a positive practice environment for nursing staff.

There is much to do and there are areas we have to improve upon. We have difficulty in meeting some important targets for urgent and cancer care and, in common with many hospitals, we are not able to recruit sufficient nursing and clinical staff in some areas. This places pressure on our staff who constantly go above and beyond to provide the best possible care.

We also need to focus on our internal culture and improve the working lives of our staff. We have heard this message loud and clear through the staff survey and the engagement events for this strategy. We can do better and we will do better.

We will take a new approach to working with our partners. Our hospital is at the heart of the healthcare community in the western part of the county, we are committed to playing a central role, alongside the new unitary authority in the integration of health and social care services in the coming years.

The NHS Long Term Plan is clear that the days of organisations operating in isolation are gone. We will continue to play a leading role in the Northamptonshire Health and Care Partnership. We readily identify with this direction of travel and will work in partnership with Kettering General Hospital NHS Foundation Trust, our colleagues at Northamptonshire Healthcare NHS Foundation Trust and the new Primary Care Networks to provide services that are sustainable and integrated.

We would like to pay tribute to our staff, wherever they work in our hospital and whatever they do. It is our staff who ensure something truly amazing happens in our hospital every day, it is they who support our patients when they are frightened or in pain, it is they who go the extra mile every single day to support our community.

Our staff create a community that is something to be proud of. It is they who provide the best possible care and we are proud of everything they do.

We commend this strategy to you and hope you will be part of our future alongside us.

Our vision: To provide the best possible care

This means that we will strive to provide the best possible care for our patients, every time. We will put quality and safety at the centre of everything we do. Aspiring to excellence for improved outcomes, reduced hospital acquired infections, increased patient and staff satisfaction. We will deliver compassionate and evidence based care by empowered staff who are supported to achieve their own personal ambitions for their careers.

We will deliver year on year improvements in patient and staff feedback. We will ensure our patients experience the very best environment that we can provide, improving our current buildings and taking advantage of partnerships to build new facilities that are fit for the future. We will invest in our estate to ensure the hospital is a place our communities are proud of and which they can recommend as a place to receive excellent care. We will build a new hospital entrance, an off-site diagnostic facility, a new urology and endoscopy unit, an accommodation block for staff and continue to move away from the oldest parts of our site over the course of the next five years.

We will create a sustainable future supported by new technology. In five years' time we will operate a very different organisation as more patients are treated outside of the hospital, closer to home. We will continue to provide high quality clinical services and thereby financial sustainability. We will do this in partnership with organisations across the county and continue to play a leading role in the Northamptonshire Healthcare Partnership. We will build a strong partnership with Kettering General Hospital NHS Foundation Trust. We will foster partnerships with Northamptonshire Healthcare NHS Foundation Trust, Primary Care Networks and evaluate options for the provision of community services alongside the new Unitary Authorities to integrate care as much as possible.

We will create a great place to work, learn and care. An environment for our staff that respects the individual talents they each possess and supports them to provide the best possible care. We will support our staff to reflect, learn and improve as they provide care in an environment



where a zero tolerance approach is taken towards violence and aggression.

We will continue our journey to becoming a University Hospital alongside the University of Leicester. Alongside other partners such as the University of Northampton we will grow our range of education and research activities to enable our patients and staff to benefit from the opportunities that this brings.

In five years' time we will be different. But our values and our passion will stay the same. We are #TeamNGH and we will provide the best possible care to everyone who needs it.

Providing
the **Best
Possible
Care**

Our Values

Our values describe how we behave in our everyday working lives. They influence how we behave towards each other, care for our patients and work with our partners.

They apply to everyone at TeamNGH and are integral to everything we do at our hospital. Our values are included in publications and job descriptions and are a core component in our organisational development programmes.

Our values have not changed since our first strategy was written in 2014; they remain at the heart of TeamNGH and are recognised throughout our organisation.

Putting patient safety above all else has always been, and will remain our over-riding value. The remaining three embody our desire to deliver outstanding services, to improve wherever we can and to support each other whilst providing care to those we serve.

We put patient safety
above all else



We aspire to excellence



We reflect, we learn,
we improve



We respect & support
each other



To achieve our vision, we make the following pledges

To achieve our vision we have developed six key pledges. Our pledges form the backbone of this document and describe what we will do over the coming years to provide the best possible care for our patients.

They are wide ranging and ambitious. They have been written following extensive feedback from our staff and stakeholders, each section lists what we have been told and what we are doing in response.

Because they have been written in response to our consultation, they are not just the product of the Trust Board but of every person who took part. They are what TeamNGH wants to deliver to improve care to our patients.

Our pledges are the product of an organisation that engages and listens to their patients and staff and we are proud of their ambition.

The following sections explore each pledge in more detail summarising what this means for us and how we will deliver them.

- 1 We will put quality and safety at the centre of everything we do*
- 2 Deliver year on year improvements in patient and staff feedback*
- 3 Create a sustainable future supported by new technology*
- 4 Strengthen and integrate local clinical services particularly with Kettering General Hospital*
- 5 Create a great place to work, learn and care to enable excellence through our people*
- 6 Become a University Hospital by 2020 becoming a centre of excellence for education and research*

Our pledges and values to provide the best possible care



We will put quality and safety at the centre of everything we do

What this means

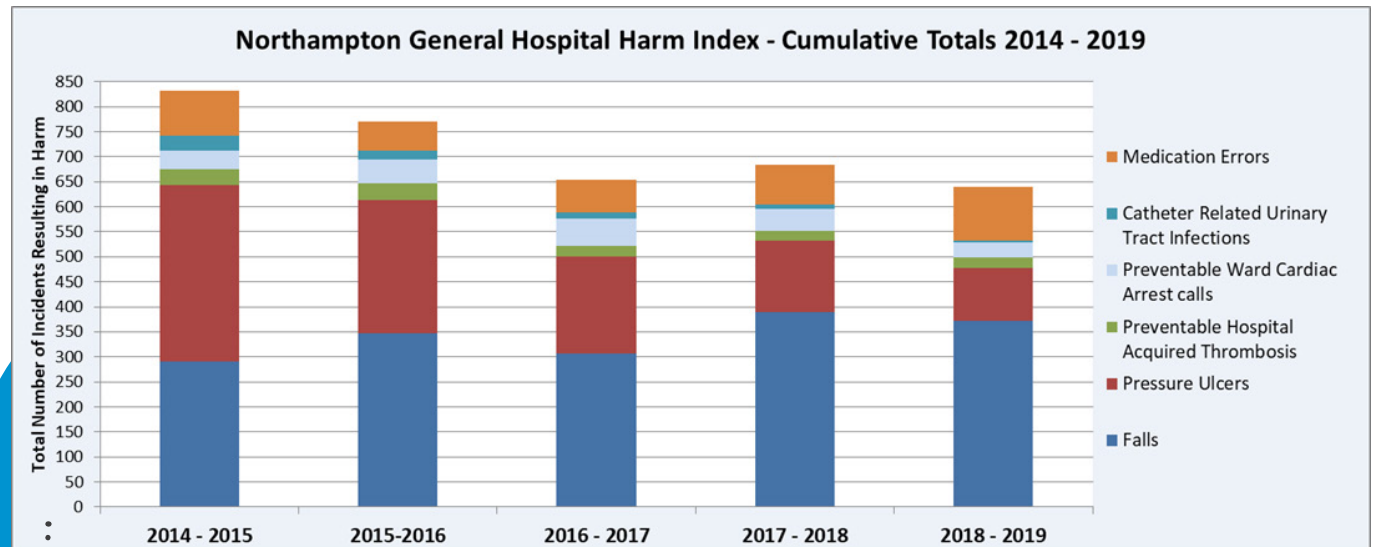
A key value at TeamNGH is that we put patient safety above all else. By committing to provide the best possible care for all of our patients we recognise that there are still many areas that need improvement.

We already know that we provide safe care, in fact we can prove that the services we provide are safer than ever before as illustrated opposite.

But we can do better and we must continue our journey of improvement towards providing outstanding care across the organisation.

The traditional domains of quality include safe, effective, patient centered care. Our quality priorities use these domains as a basis but take this further by focusing on continual improvement. This will ensure all our staff strive for excellence in all that they do and believe and support the organisational focus on providing the best possible care.

Our quality priorities are aligned to our strategic aims and pledges are focused on improving the safety, efficiency and effectiveness of the care we provide, as well as improving our patient experience.



Progress to date in improving key quality indicators

The four key work streams for our quality priorities are:

- Improve patient experience of care by 15% from 2018 baseline
- Improve the safety culture at NGH by 10% from 2018/19 baseline
- Deploy efficient and effective outcomes that will eliminate preventable early patient deaths by 10% from 2018/19 baseline
- Reduce the number of preventable harm events by 10% from 2018 baseline
- Improve the safety outcomes of maternal and neonatal care. Reducing the rate of still births, neonatal death and brain injuries occurring by 20% from 2019 baseline by 2020

The quality agenda is complex, our focus will be to provide safe care whilst in hospital and improve timely discharge home. We will provide consistent communication around our patients' care.



Our staff have told us we should...

- *Reduce readmissions by focussing on high quality care packages in the community*
- *Deliver high quality and timely cancer pathways*
- *Develop innovation around different role types*
- *Improve end of life care by going back to basics, and thinking about supporting patient relatives, privacy etc*
- *Ensure consistency in approach to patient communication around appointment changes*
- *Expand upon training opportunities to enhance clinical and non-clinical development across the trust*
- *Maintain national standards to ensure we remain hospital of choice*
- *Improve patient focussed care*



This is what we are going to do

- Further improve the safety culture at NGH
- Reduce the number of preventable harms by 10% and eliminate preventable early patient deaths
- Embed delivery and accountability for quality in everything to strive for continual improvement
- Improve our patient experience of care and use patient feedback to drive improvements to services and care
- Transform our cancer pathways to ensure delivery of all the cancer standards
- Work with partner agencies to reduce emergency admissions
- Improve diagnosis and timely treatment of sepsis
- Ensure patients receive treatment that is safe and clinically effective
- Reduce noise at night
- Radically transform our approach to outpatient administration. Centralise our booking functions and reduce hospital initiated cancellations

Deliver year on year improvements in patient and staff feedback

What this means

A key indicator of our success is the feedback we receive from our patients, carers and staff. We will maintain an ongoing focus on improving patient experience. Being in hospital can be frightening and lead to confusion for patients and their relatives. We expect all members of TeamNGH to contribute to improvement in this area. Much of this strategy will contribute to this aim but there are some specific elements and initiatives that we will undertake during the life of this strategy.

Our volunteers play a pivotal role in the operation of our hospital and we are very proud of what they have achieved and the potential to take this further. They provide a unique perspective that our patients and staff all benefit from. As of May 2019 we have 209 volunteers providing a presence across all our wards. They provide over 260 buggy trips a week. Our End of Life Companion team provides a vital service across the hospital to patients who are in the end stages of their life but have no family or friends to support them.

We will:

- Increase the number of volunteers across the Trust to enhance patient experience in line with our pledge
- Support, engage, train and retain our volunteers to ensure they feel valued and fulfilled

- Promote wider community engagement to ensure we achieve a more diverse range of volunteers who are representative of the community we serve

We will also expand our range of patient and family partners. These are registered volunteers who are actively involved in ensuring our patients' voice is heard at all times within the organisation.

Opportunities for volunteer involvement include;

- Design and review patient information
- Collate and share patient stories for learning
- Attend and support listening events and focus groups
- Collect feedback
- Support quality improvement programmes
- Share patient and family experiences as a committee or group member



Get up, get
dressed and
moving!



We know a happy and engaged workforce provides higher quality care to our patients. In past years we made improvements across a range of indicators in the staff survey. We know there are improvements for us to make in terms of culture and leadership that ensures all members of TeamNGH are truly made to feel part of the team.

During the summer of 2019 we involved staff from around the Trust in developing our people strategy. We will develop NGH by creating an inclusive culture of trust and respect where managers and leaders support their staff to do their best every day and explore innovative solutions to resourcing.

Having a great environment to work and provide care is also an important element of our strategy to improve staff satisfaction and the services we provide to our patients.

We have a number of plans to ensure our hospital provides the best facilities we can, taking into account the constrained finances for capital development. In addition, our estates master-plan, which sits alongside this strategy, indicates how we will develop our site over time. Moving from “west to east” as we exit the oldest buildings that were built in the 1700’s into purpose built facilities that are fit for modern healthcare. Our plans for the site are ambitious and will see a range of new buildings established that will transform the environment for our patients and staff.





Our staff have told us we should...

- *Develop greater use of telephone consultations in line with patient feedback*
- *Include our patients in our business planning and strategic reviews*
- *Improve patient experience of care*
- *Improve communication across all staff, teams and roles*
- *Highlight our successes and learn from our failures*
- *Enhance visibility of senior leaders and Board members across all clinical and non-clinical areas*
- *Increase volunteers and scope of their roles*
- *Develop a fit for purpose workforce and invest in our people*



This is what we are going to do

- Improve our communication between staff and patients to improve relationships and satisfaction with standards of care
- Further develop our range of patient and carer feedback opportunities. We will continue to learn from these to improve the experience of all our patients and their carers
- Include our patients in developing our pathways of care to improve the experience for patients and their carers. This will include more one stop services to avoid multiple hospital visits, increasing the number of telephone follow-ups and using new technology to develop tele-consultations
- Continue to engage with our staff to learn how we can value and support them
- Continue with our extensive programme of recognition and celebrating success from, Best Possible Care, Daisy and Everyday Heroes staff recognition awards to a comprehensive ward accreditation process
- Enhance our focus on inclusivity and the different perspectives and value that colleagues from BAME and those with protected characteristics bring to TeamNGH
- Change our communication approach with teams. Supplement our monthly core brief with smaller, department based sessions lead by senior clinical and managerial leaders around the Trust
- Enhance the role of our volunteers and expand their breadth of activities

Create a sustainable future supported by new technology

What this means

We will create a future for our hospital that is sustainable from clinical, operational and financial perspectives. We work in a very challenging environment and our response has to be multifaceted with a number of important strands of work that will contribute to the development of our hospital in the coming years.

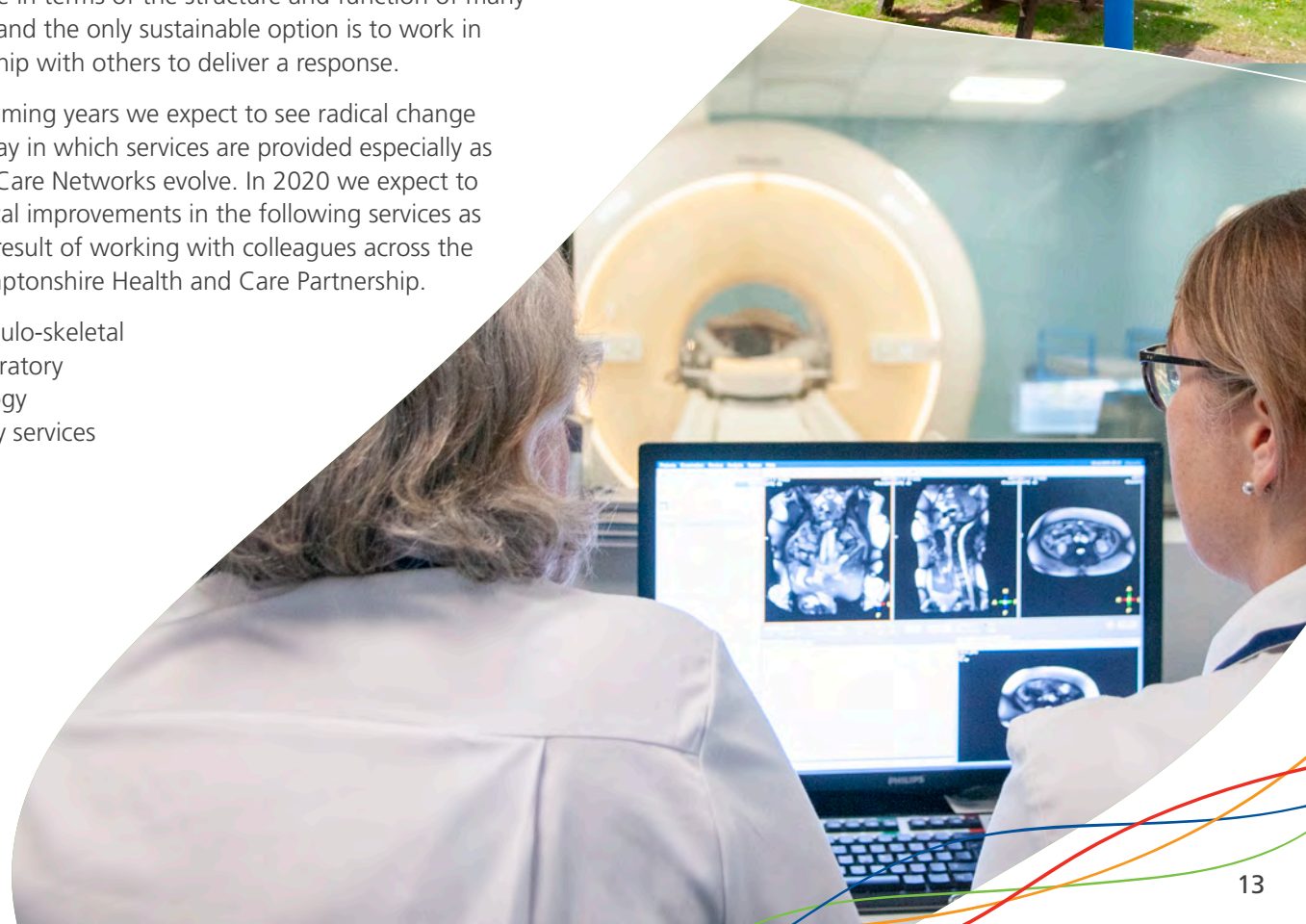
The future is also exciting with new technology becoming available that enables improvements to our services and how we interact with our patients. We will transform how we see and treat our patients, increasing “virtual” follow-ups to reduce the need for our patients to travel to hospital. When they do need our care, we will use the very latest technology.

We were the first hospital in the country to replace all of our radiotherapy machines with the very latest model. Our strategy includes enhancing the surgical care we give to our patients by introducing robotic surgical techniques for cancer surgery. This builds on our reputation as a hospital that offers specialist surgery, improving local access and considerably reducing waiting times experienced in other centres.

We work alongside partner organisations in the Northamptonshire Health and Care Partnership is crucial to the overall sustainability of the wider system. Our county experiences the same pressures that many in the NHS have in terms of an increase in demand against a backdrop of workforce and financial pressures. Change is inevitable in terms of the structure and function of many services and the only sustainable option is to work in partnership with others to deliver a response.

In the coming years we expect to see radical change in the way in which services are provided especially as Primary Care Networks evolve. In 2020 we expect to see radical improvements in the following services as a direct result of working with colleagues across the Northamptonshire Health and Care Partnership.

- Musculo-skeletal
- Respiratory
- Urology
- Frailty services



We will continue to review each of our services against a range of indices to ensure they deliver the best possible outcomes. We are supported in this aspect by a wealth of information from such sources as RightCare, Model Hospital data and the Getting it Right First Time programme. These alone will not deliver sustainability and the leadership of our clinical teams is crucial in this regard. Our annual planning process dictates the framework that we will use to plan for the years ahead.

Our challenge is to transform the hospital from being paper driven to being information rich. We will be information led by having the data sources 'joined up', enabling the flow of patient information from one clinical system to another and access to information from our partners.

We will:

- Collect all clinical information digitally through clinical noting
- Scan paper information and make it available digitally
- Digitise our back-office functions
- Ensure data is stored, secured, organised and readily available when needed
- Monitor and govern information flows
- Help our patients to have access to appropriate information
- Digital engagement with patients to reduce print
- Regular changes and enhancements to clinical systems shall be supported with training via E-learning and video-bite digital content to facilitate task based training when needed

We will also play our part in the wider sustainability and carbon reduction agenda. We started our journey to becoming a more environmentally conscious organisation

in 2010 with our first sustainability strategy. Since that time we have made significant improvements:

- 22% reduction in carbon emissions to 11,215 tonnes in 2015/2016
- New energy centre - £3 million investment providing 3,000 tonnes of CO2 saving and £500,000 net energy saving every year
- Over £1.5million invested in energy efficiency measures through Salix funding
- Trust-wide mixed recycling system with approximately 25% of recyclable waste segregated at source

We will go further:

By 2020 we will have reduced: carbon emissions by 28% compared to 2013, water usage by 2% each year, all waste from patients by 2% each year.

We will have increased: Recycling by 5% each year, the uptake of low carbon travel, biodiversity.

And have assessed and reduced carbon footprint from procurement, integrated sustainable and ethical procurement practices and enhanced our green spaces.





Our staff have told us we should...

- Use national and local benchmarking to develop our services
- Review services that can be delivered off site locally for patients by developing a 'hospital without walls'
- Deliver transformational pathways in the most effective way
- Using best practice to develop and support innovation
- Leading the way with digital opportunities and innovations
- Redesign our outpatients service and improve services to patients
- Delivery of reliable and speedy IT to minimise impact upon clinics and care provided
- Implement upgraded IT systems and hardware to create resilient and robust infrastructure for more rapid responses
- Paper information shall be scanned and be available digitally
- Data stored, secured, organised and available when needed
- Patients have access to appropriate information
- Enable clinicians from outside the hospital to add to patient records where appropriate
- Integrating medical records into electronic records
- Improve sustainability by reducing wasted resources at every opportunity and considering whole life costing in every business plan, as well as the positive and negative environmental impacts
- Reduce pollution and negative impacts from how we do business
- Adapt our services and estate to cope with changing climate and changing admission patterns



This is what we are going to do

- Undertake sustainability reviews across all clinical divisions
- Continue to utilise national benchmarking such as Model Hospital and Getting it Right First Time into our service reviews and developments
- Develop and expand our transformation programme for clinical services
- Introduce robotic surgical procedures
- Implement a range of new technology to improve care and the working lives of our staff
- Implement a full Electronic Patient Record
- Establish a clinical senate for the adoption of new technology
- Implement healthcare system wide digital innovations to enhance IT systems to enable excellent patient care across the Northamptonshire Health and Care Partnership
- Develop an integrated business intelligence offer across the county alongside our partners
- Educate staff and patients about sustainability
- Prepare our estate, people and services for the effects of climate change

Strengthen and integrate local clinical services particularly with Kettering General Hospital

What this means

Collaboration is not a new initiative for us. For many years we have worked closely with our colleagues at KGH to provide a range of specialities in partnership. Examples of this are, but not limited to Cardiology, Stroke, Vascular, Ear, Nose and Throat.

Both hospitals are leading partners in the Northamptonshire Heath and Care Partnership and both will take a key role alongside the new Unitary Authorities in the north and west of the county.

Our population is growing at one of the fastest rates in the country. Both hospitals struggle to recruit and retain all of the clinical staff that we need and our finances are constrained.

We know we are stronger together than we are apart. Both hospitals want to provide the very best services they can.

We have been very clear that there are fixed points that will not change. Each hospital will continue to provide Accident & Emergency, Maternity, Paediatrics, Emergency Medicine and Surgery services. However, there are some services that it makes sense to review together to make the best use of the scarce resources that we have.

In the coming year we will set up a multi-million pound diagnostic facility in partnership with Kettering General Hospital near Moulton Park, illustrated later in the document. This will provide space for a range of scanning and screening services in an accessible location away from the main hospital sites.

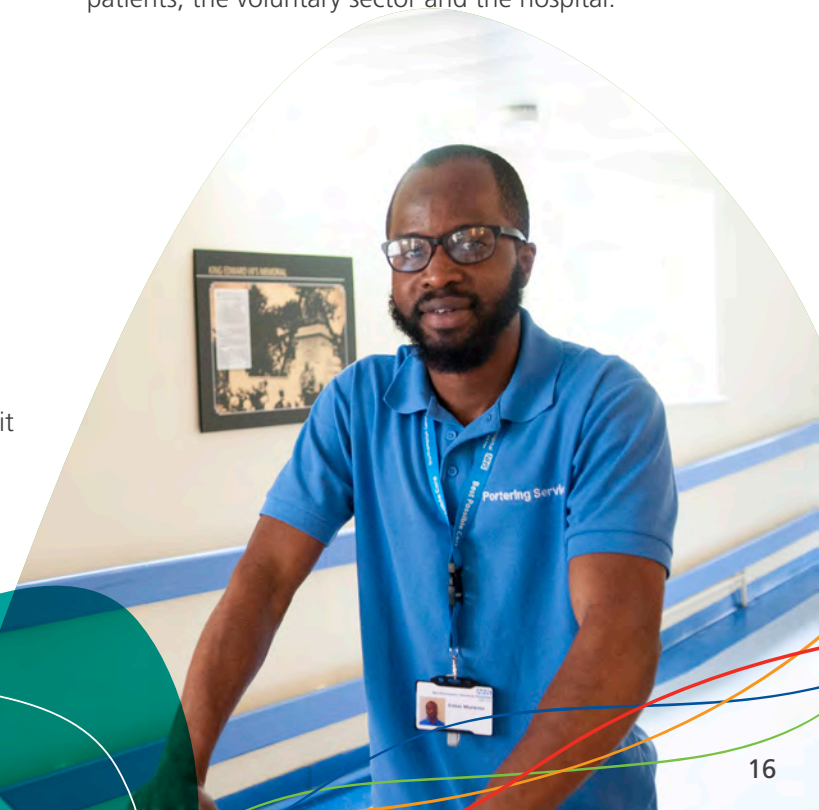
We plan to build a purpose built elective centre with Kettering General Hospital situated in a convenient location between the two hospital sites that is easily accessible for all patients.

We will also forge close working relationships with the new Primary Care Networks (PCNs) as they emerge in Northamptonshire. PCNs are groups of GP practices working together for populations of up to 50,000 patients. Already we have plans to blur the boundaries between primary and secondary care through establishing services that shift activity into a community environment that was traditionally provided in hospital. Our first focus will be on services for the frail elderly population as well as respiratory.

There will be opportunities to set up new and exciting job roles that are aimed at increasing our ability to recruit staff. Our first focus will be on GP roles that spend a significant amount of their time in hospital. We will also design similar posts for advanced nurse practitioners.

Our approach to partnerships is not limited to the NHS. We have a range of important partnerships with those providing nursing home beds for patients who no longer need a hospital bed and those providing diagnostic services.

We will renew the focus on our relationship with the voluntary sector. We already work in partnership with organisations such as AgeUK to support and care for the most vulnerable in our society. We will expand our range of engagement and support activities to the benefit of patients, the voluntary sector and the hospital.





Our staff have told us we should...

- *Work in partnership with our local clinical commissioning group to develop an Integrated Care System*
- *Collaborate with GPs so they are aware of referral and diagnostic pathways*
- *Work with partners to reduce readmissions by focusing on high quality care packages in the community*
- *Continue to review/implement opportunities to develop services in collaboration with KGH*
- *Work in collaboration with KGH towards a collaborative Northamptonshire maternity service*
- *Develop a "Hospital at Home" service supporting ambulatory care and early discharge*
- *Develop bed capacity outside of hospital in community partnerships*
- *Work more collaboratively with our countywide voluntary sector providers*



This is what we are going to do

- To be leaders in the Northamptonshire Health and Care Partnership
- Work together with primary care networks to integrate services, keep patients out of hospital and provide seamless care
- Deliver The Pavilion diagnostic facility with KGH
- Develop a unified acute model of care for the county and expand the range of services we offer with KGH
- Develop a county wide elective surgical facility
- Explore a closer relationship with KGH for the delivery of our corporate services enabling the provision of timely, responsive and high quality services to our clinical staff
- Design a range of innovative jobs in partnership with primary care to recruit and retain high quality staff
- Actively participate in and lead our partnership working with our tertiary providers through Operational Delivery Networks

Create a great place to work, learn and care to enable excellence through our people

What this means

At TeamNGH our staff are our greatest asset.

One of our values is that “We reflect, we learn, we improve”. We will ensure that all our staff are treated respectfully and will continue our intensive ‘Respect and support’ campaign to further embed this value across all our teams.

Our journey to being an outstanding organisation is much more than our response to feedback from our staff. It is about the physical environment in which we work, it is the way in which we work together and how we respect and support each other. It is about everything we experience in our day-to-day working lives at TeamNGH. We look upon ourselves as a community dedicated to serving our patients. This means we need to constantly reflect on how we are doing and make every effort to improve.

Our new People Strategy will focus on how we build capacity in our teams, taking a different approach to recruitment and retention especially in the areas of nursing and specialist clinical staff. The NHS is under-resourced from this perspective and we will set ourselves apart by offering new and innovative job roles and retention packages.

We will enhance the capability of our staff to do the jobs they love. We will offer enhanced training packages for those colleagues who wish to advance in their chosen fields. We will build close relationships with educational institutions so that whilst we help to train the nurses and doctors of tomorrow, they help to improve the skills of our existing staff. Our approach is not limited to clinical staff, with over 4,800 employees the skills needed to provide outstanding care in the 21st century need to cover the entire range of our operations. Every member of staff will be able to benefit from our approach to establish a learning organisation.

We will reshape our culture, something that our staff are clear needs to improve. We commit to supporting every member of TeamNGH to provide outstanding care and to play a part in the continued evolution of our hospital. Irrespective of their country of origin, their gender identity, their sexual orientation, their disability or any other protected characteristic our hospital is an inclusive organisation where we value the diverse views of everyone.





Our staff have told us we should...

- *Invest, listen to, value and develop staff with a people-centred approach*
- *Create a culture that supports staff retention by promoting integration, closer networking and greater cohesion between clinical and non-clinical staff*
- *Focus on our health and wellbeing to support staff with the ever-increasing workload and pressure to include a greater focus on mental health*
- *Develop a talent management programme to promote equality and diversity and respect for staff and patients*
- *Promote inclusivity across the Trust*
- *Further increase the roles of respect and support champions and values ambassadors within teams*
- *Enable opportunities to undertake personal and professional development Trust-wide*
- *Embed a coaching culture within teams*
- *Develop infrastructure and support for staff leading and managing teams and individuals*



This is what we are going to do

- Develop an updated people strategy to include leadership
- Develop our approach to talent management and succession planning
- Develop and embed a diverse and inclusive culture
- Develop equitable, accessible staff health and wellbeing opportunities and schemes including mental and financial health
- Engage staff, patients and visitors in promoting healthier, sustainable lifestyles
- Further develop and reframe our Respect and Support campaign to challenge poor behaviour and ensure all staff are treated equally
- Develop our Freedom to Speak up campaign to ensure staff can openly challenge practices they do not believe fit with our values
- Develop a renewed training and development programme for all staff to make the very best of the skills they possess
- Develop new models of recruiting and training medical staff to address national shortages
- Develop innovative approaches to recruitment across all staff groups
- Support staff to provide outstanding care through responsive services that meet the challenges we face today and tomorrow
- Clarify and communicate all of our programmes that provide support for our staff

Become a University Hospital by 2020 becoming a centre of excellence for education and research



What this means

NGH has always been a hospital that embraces the opportunity to improve the education of our staff and to play a role in the training offered to junior doctors and other clinical staff. We believe that excellence in care and training are inextricably linked.

We are on a journey in partnership with the University of Leicester to formalise our links and become a University Hospital that will recognise the crucial role we have in training the doctors and other clinical staff of tomorrow. We will employ senior, joint consultant and senior lecturers who will enhance our cohort of clinical staff and enable a range of new teaching and research opportunities to be taken.

We will work in partnership with the University of Northampton for the training of nurses and midwives and our nurse associates. Our new associate roles are important in our efforts to recruit and retain sufficient numbers of nursing staff. We have recently begun the joint delivery of an MSc in Quality Improvement with the University of Northampton, the first such course in the UK.



Participating in research and clinical trials is important for all hospitals. It enables us to play a key role in the emergence of new and exciting therapies, it offers our staff the opportunity to learn and improve and it enables some of our patients the chance to access new therapies when other treatment options have been exhausted.

We will grow the range of trials that we enrol onto in the coming years and aim for all eligible patients to be offered access to any relevant clinical trials.



Our staff have told us we should...

- *Provide the placements of choice to further support our strategic priority to gain University Teaching Hospital status*
- *Significantly improve engagement of postgraduate medical trainees in shaping the delivery of their education*
- *Increase research and development facilities, creating a separate purpose-built clinical space to provide a broader range of both commercial and non-commercial trials Increase commercial activity and opportunities through long term investment in equipment*
- *Develop stronger links with universities and tertiary referral centres to develop joint appointments and more emphasis on research activity*



This is what we are going to do

- Continue our programme to become a University Teaching Hospital by 2020
- Build on our strategy as a University Hospital to recruit and retain the best possible staff
- Develop a range of speciality and teaching posts with the University of Leicester
- Establish a School of Nursing at the hospital with colleagues at the University of Northampton to support prospective students to train and work locally
- Devise a new and ambitious research and development strategy to attract investment and offer new lines of treatment for our patients
- Develop dedicated research and development facilities to support the delivery of a broader range of clinical trials available for our patients
- Increase the number of patients offered and entered into appropriate clinical trials
- Support as many staff as possible to have a role in training and development

Our site

We are committing to providing the best possible care in an organisation that is rated as outstanding.

To do this we need a hospital that ensures our staff can give the very best that they have to offer.

Our estates masterplan is in three distinct phases because we are realistic and accept that it will take time and money to deliver. The phases are interlinked and ensure we deliver our strategy of moving “west to east”, away from the old and costly original areas of the site.

Phase 1

- Building a new ward block, housing 10 wards in an area of the hospital that is under-utilised and which will not cause disruption during its construction. This will ensure we can move out of some of our oldest wards as well as some that need to change for phase 2
- Building a new 1000 space multi-story car park to ensure our patients can park in a timely manner when they arrive

Phase 2

- Six new operating theatres established alongside the existing main department
- Relocation of a range of administration functions from the older part of the hospital

Phase 3

- Construction of a new ward block at the eastern (Cliftonville) end of the site to complete the move of services from the old part of the hospital
- Development of centralised outpatient accommodation
- Redevelopment of our critical care facilities in a purpose built, suitably sized facility

Our new main entrance

We have confirmed plans for a number of exciting developments:

We have applied for planning permission to redevelop the south entrance to be the main thoroughfare for entering our hospital. This will be more aesthetically pleasing and have a range of retail outlets for the convenience of our staff and patients.



Our Maggie's centre

We are delighted to partner with Maggie's to build a centre for those living with cancer at our hospital. Planning permission has now been approved for this development.

Maggie's provides free practical, emotional and social support to people with cancer and their family and friends, following the ideas about cancer care originally laid out by Maggie Keswick Jencks. Built in the grounds of NHS cancer hospitals, Maggie's centres are places with professional staff on hand to offer the support people need.

The centres are places to find practical advice about benefits and eating well; places where qualified experts provide emotional support; places to meet other people; places where you can simply sit quietly with a cup of tea.

The first Maggie's Centre opened in Edinburgh in 1996 and since then Maggie's has continued to grow, with 20 centres at major NHS cancer hospitals in the UK and abroad.



*Copyright: Stephen Marshall Architects
and courtesy of Maggie's.*

Our diagnostic facility with Kettering General Hospital

Plans are well advanced to establish this facility at The Pavilion in partnership with our colleagues at KGH. It will provide CT, MRI, breast screening and blood taking services in a dedicated building away from the main hospital site.

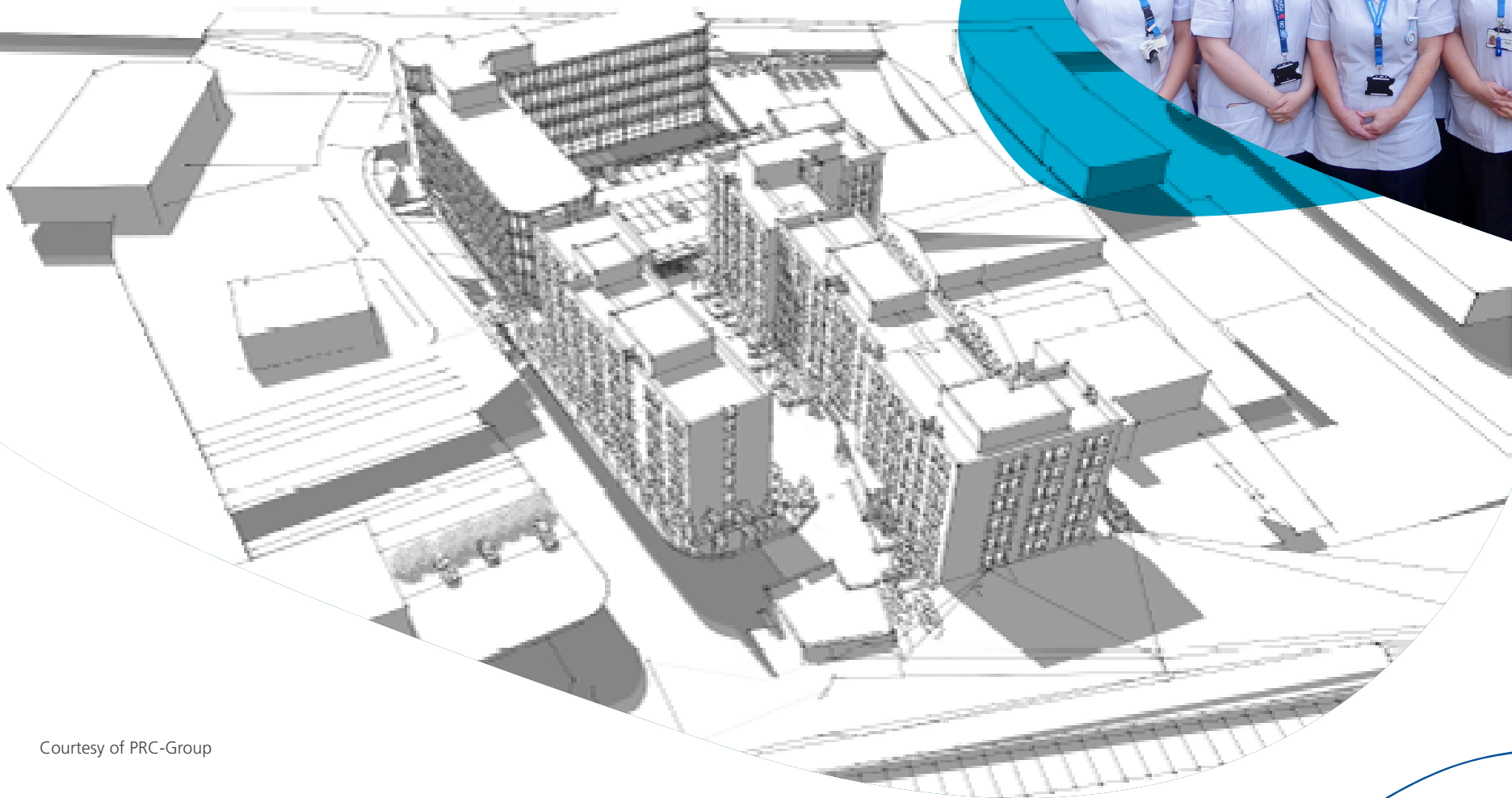
This will ensure we can cope with the inevitable increase in demand in the coming years, particular from our colleagues in Primary Care Networks who will need increased access to diagnostics for their patients.



Our new accommodation block

The Trust is in the latter stages of planning a new accommodation block at the south side of its property. This is core to the delivery of a recruitment strategy that offers the very best level of support to our staff.

The property will house 400 rooms, all with en suite facilities in a modern and attractive premises.



Courtesy of PRC-Group

Our paediatric emergency department

Our children's emergency area is cramped and does not provide the level of accommodation needed to provide the best possible care to our younger patients.

It is located in the centre of the department and whilst it is separate from the adult area, it can get very busy at times.

We have plans to build a dedicated facility for our paediatric patients and their parents attending the emergency department which has been prioritised for investment by the Health and Care Partnership.

We have commissioned architects to design the new facility and will pursue funding streams in 2020/21.



Our elective surgical facility: in partnership with Kettering General Hospital

It has long been an ambition of our hospital to provide excellence in the care of the elective patient. We often succeed in this regard, especially for day-case patients but those who need admission for a longer period can sometimes have their case postponed because of the emergency pressures we face. This is the same for our colleagues and patients at Kettering.

Our ambition is to build a purpose built elective centre with KGH, situated in a convenient location between the two hospital sites that is easily accessible for all patients.

The facility will enable elective procedures, including joint replacements in an environment totally dedicated to their needs. We will make use of our collective staffing resource to provide the best possible care together and thereby be able to guarantee the admission date for all patients without the possibility of emergency pressures disrupting their care.

The facility will offer the very latest surgical techniques, offered by our surgical teams working in partnership. It will provide patients with a modern, purpose built environment in which to receive their care totally separate from the main hospital sites. This facility will revolutionise how we care for our patients needing elective services.

As a result, both hospitals will reduce their waiting times considerably and thus repatriate the large numbers of patients who choose to have their NHS care provided in one of the county's private hospitals.

We will start discussions to secure funding and the associated land in 2020/21.



Involvement

This strategy has been written by members of TeamNGH. During the spring of 2019 we consulted with over 450 colleagues who provided their views on how we could continue to develop our hospital. Throughout this document you will see references to what our staff have told us and what we will do to deliver their aims.

We have consulted with partners to ensure that they support our direction of travel and that it is in line with the broader aspiration of the health and social care partners in the county.

We have consulted with our patients. Our volunteers have led a process of engagement to ensure that our direction of travel is supported by the most important to TeamNGH – those whom we serve.





Summary

Our five year strategy sets the direction of how we will become an outstanding organisation that provides outstanding patient care. We are clear how we will work with our patients, staff and partners to deliver our vision and strategic priorities. We will continue to put our patients at the centre of our plans and maintain an unrelenting focus on providing the best possible care.

We will need strong foundations to deliver our strategy. It will be supported by enabling strategies including our people, estates, digital and information technology, quality improvement and finance strategies.

To deliver this strategy we will require each of our clinical divisions to develop their own service strategies that align with this document and deliver service sustainability. This will ensure we are flexible in our approach and able to respond to changes to the local and national landscape, clinical developments and patient and public opinion.

What will not change is our commitment that every member of TeamNGH is dedicated to providing the best possible care for our patients.