



Liverpool Women's  
NHS Foundation Trust

# Our Strategy 2021–2025



The **best people**, giving the **safest care**, providing **outstanding experiences**



# **Our Strategy** 2021–2025

# Foreword

***Welcome to 'Our Strategy 2021–25'. Our Strategy was written in collaboration with our staff, our patients, our governors, our members and our wider community. It sets out our ambitions for Liverpool Women's Hospital for the next five years, and will be our guide to the decisions we make on our journey to becoming outstanding in everything we do and achieving our vision of being the recognised leader in healthcare for women, babies and their families.***

Since we shared our previous strategy in 2016, a lot has happened. We have achieved incredible things within our services, including opening our brand new state of the art neonatal unit, implementing a wide range of digital innovations and developing multiple excellent partnerships to bring services across Liverpool closer together than ever before.

We have lots of exciting new initiatives that we want to get on with delivering, that are described in Our Strategy and its supporting plans, including:

- developing and delivering new services on the Crown Street site such as new scanning services and robotic surgery;
- targeting inequality, having a positive impact in our community and becoming the most inclusive NHS organisation;
- embedding a digital first culture and making sure our patients can access the very best digital innovation.

Unfortunately, we have not yet been able to deliver a key part of our last plan; to build a new hospital to co-locate our services with other adult hospital services. This remains a key priority for us, and we will continue to work with our partners across Liverpool and Cheshire and Mersey to secure a safe and sustainable future for our services.

In the process of developing Our Strategy, we have engaged with patients, families, our members, staff and governors.

This has been more challenging than usual because of COVID-19, however, the feedback from this engagement has encouraged us to be really ambitious in our focus on our people, the safety of our services and the experience of those who use our services. We plan to keep talking and listening as we work on delivering our plans, so we can make sure they continue to be shaped by the people who will be using and delivering our services.

Our vision is to be the recognised leader in healthcare for women, babies and their families. We want to be the provider that sets the standards that others follow, and champions women's and family health in Liverpool, the North West region and across the country. We want to lead the way in shaping health and care services through the Integrated Care Systems that are being developed, making responsible corporate decisions with our partners to improve economic, environmental and social wellbeing across Liverpool and beyond. Our Strategy is the next step in our journey to achieving this vision.

We hope you will read Our Strategy with interest and we welcome all feedback as we move forward in the delivery of our plans.



**Robert Clarke**  
Chair



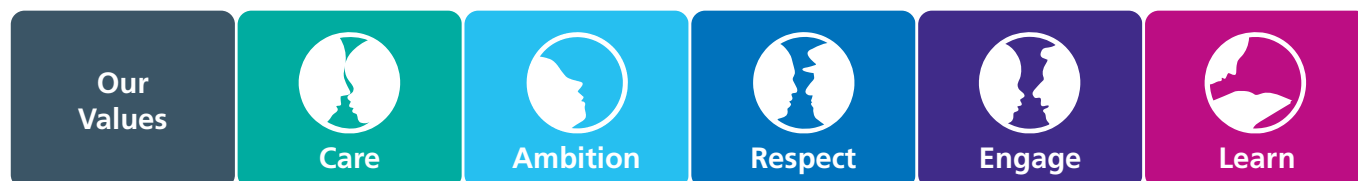
**Kathryn Thomson**  
Chief Executive



# Our Strategy

## ***Our Vision - to be the recognised leader in healthcare for women, babies and their families***

Our shared vision at Liverpool Women's is simple and has withstood the test of time. It is underpinned by a shared set of values based around the needs of our people. We encourage these behaviours in all our staff, partners and volunteers to make sure our values are delivered in the same way, every day, to every person we care for.



We have a set of five strategic aims which are central to all of our strategies and plans, and through working with patients, staff, governors and our partners we have developed a series of ambitions to push those aims one step further, helping us create the mind-set we need to achieve our vision and be outstanding in everything we do:



**Our partnerships with other providers and organisations across the city are central to delivering our aims; we know we need to work together to make this happen.**

## ***Our Core Focus***

Listening to the views of our staff, patients and community was central to the development of this strategy. We asked what was most important to you, what you value most about Liverpool Women's and where you think our main focus for the future should be. All the groups we engaged with were clear and consistent in what they told us:

- Our first priority should be our people; making sure we have the best staff enabled to provide the best care. Our people are our most important asset and our success hinges on getting this right.
- Safety is of paramount importance to everyone; staff and patients. Patients told us that each and every person they meet while using our services has a role in making them feel safe.
- Experiences in healthcare can be life-changing, and making sure that every patient has the best experience possible is equally important to our staff and the people using our services. We know that having the best people as part of our team is central to making sure this is achieved.



# Our Supporting Strategies and Plans

This strategy is underpinned by a series of supporting strategies and plans. Our Clinical and Quality Strategy, our Future Generations long term strategy and our Research and Innovation strategy have all been key influences in developing our overall plan for the future. They, along with our supporting corporate strategies, set out some of the detail in how we intend to deliver our objectives.

Our strategies are cohesive, are tied together by our common aims and work in harmony to achieve our vision. Some of our supporting strategies are still under development, and some will be refreshed this year to ensure all of our plans are consistent.



Working with our teams from across Liverpool Women's, we have set ourselves objectives in each of these core areas, as well as objectives for efficiency and effectiveness. This strategy explains these objectives and our plans to achieve them.

# Our Supporting Plans and Strategies



# The Context - where are we now?



## COVID-19

2020 has been an unprecedented year. The challenges faced by the NHS due to COVID-19 have been immense. Liverpool Women's Hospital has been protected somewhat from the challenges of COVID-19 but we have been here for our women and families throughout, delivering babies safely and providing care for all those who need it. We recognise this is a strange time to develop our plans for the future, when we know that future is rapidly changing. But COVID-19 is not the only challenge we face; our services are still vital for our patients. Babies are still born every day in our maternity service, some of those babies will still need specialist care from our neonatal team, and our patients with cancer must still be prioritised. Our genomics service remains essential; COVID-19 has shown the crucial importance of this area of medical science – we can't rest or pause when it comes to making sure our services are the best they can be.

We have supported our partners across the system to an even greater degree over the last year. The Liverpool health economy is unique due to its configuration of providers, and this gives us an extra challenge. But our Health and Care system has worked collaboratively in new ways that we have not seen before, delivering rapid change to benefit our patients. We plan to capture this momentum and build on these successful partnerships across Liverpool and beyond to advocate for and lead improvements in women's health. We commit to keeping up this pace of change, leading on quality and we set ourselves the challenge of ditching bureaucracy wherever we find it. Our Board are committed to removing barriers and making space for our people to innovate and deliver their very best. We are developing pathways to make this happen.



## Our Population

Liverpool has significant challenges in improving population health; at 78.2 years Liverpool has the second lowest life expectancy of the English Core Cities. We know these inequalities have been exacerbated by COVID-19. We have had a clear focus on building inclusive services and ensuring equity of access, but this is now even more important.

NHS organisations and Liverpool City Council have produced the One Liverpool strategy. One of the key priorities within One Liverpool is 'Starting Well'; early intervention in the first 1001 days of life, and we will play a key role in delivering this. One Liverpool has refreshed priorities and our plans are aligned closely with this. As a tertiary provider of specialist services, we also work closely with partners from across Cheshire and Mersey, leading on plans for women's and children's services across the wider region. We are committed to integrated working across the whole health and care system.



## Equality in Healthcare

2020 has also seen the fight for racial equality come to prominence through the Black Lives Matter movement. We know that COVID-19 has had a disproportionate impact on people from ethnic minority backgrounds. And we know people from these groups can face discrimination and additional challenges in accessing healthcare and in employment. That's why targeting inequality is of paramount importance to us, both as a provider of healthcare and as an employer. We know eliminating discrimination can improve health outcomes and we are committed to delivering this.



## National Plans

The NHS Long Term Plan was published in 2019, setting the direction for the whole NHS. It includes initiatives for improving maternity, neonatal and cancer services, alongside ambitions for digital-enabled care. Our services are at the forefront of delivering many of those plans, but we recognise many have been paused or will change to better respond to COVID-19. We will remain flexible and ready to lead on delivering improvements in healthcare for women, babies and their families.





# Our Successes: 2016–2020

Alongside our plans to build a new hospital, our previous strategy featured four key areas of focus to improve the way we deliver care. We have achieved some amazing things over the last five years, benefitting our patients, our staff and our community. Here is just a small selection of the incredible things we have delivered:



## **Partnerships for Care Delivery**

We have built strong partnerships with all adult hospitals across Liverpool to improve pathways and improve care for our patients; from Liverpool University Hospitals NHS Foundation Trust to Mersey Care NHS Foundation Trust and everyone in between. We have developed the Liverpool Neonatal Partnership hand in hand with Alder Hey NHS Foundation Trust, and all hospitals across Liverpool came together in 2019 to support us in addressing some of the clinical challenges we face as an isolated site.

We have continued this partnership working throughout the COVID-19 pandemic and Liverpool Women's has provided mutual aid to a number of other hospitals. Liverpool providers are working together like never before and we will continue to lead the way as we move forward into the future.



## **Care Closer to Home**

Making sure you can access the right care in the right place has been central to our plans over the last five years, and has become even more important in the face of COVID-19. Our homebirth team is going from strength to strength with more babies delivered safely at home than ever before.

Our Neonatal team provides outreach services in the community, we have established community midwifery hubs and we will keep developing these services so people don't need to come into hospital where it can be avoided.



## **Technology Enabled Care**

In 2017 Liverpool Women's Hospital was successfully selected to be a 'Global Digital Exemplar Fast Follower', which means we have been able to access funding to develop a range of innovative digital services to benefit our patients.

We have introduced virtual reality tours of our units, we have implemented technology in our operating theatres which enables live streaming to other hospitals and we have made sure all of our community midwives have access to smart devices so they can access information in real time.

We have implemented a new IT system in maternity, we are making great progress with delivering a brand new Electronic Patient Record system and from January 2021 women have been able to access their maternity notes through an app.



## **Focus on Staff**

We know our people are our most precious asset, and caring for our staff is even more important following COVID-19. We have invested heavily in our workforce, increasing the number of midwives, specialist nurses and senior doctors to support the people we care for.

We are focusing on embedding an open, fair and just culture where the focus is on clear accountability, supporting each other and learning from events, to make our services the safest they can be.

## And there's more...

**We have upgraded our facilities, updating our gynaecology outpatients department and our gynaecology ward in 2017. And in 2020, we completed our incredible new neonatal unit, significantly decreasing clinical risks for our newborn babies.**

# Future Generations

Whilst our current Liverpool Women's Hospital site is an amazing place, the healthcare needs of women and babies have changed over the last 25 years since it was built. We cannot provide as high a standard of care as we would like to from our current hospital site, because we are separated from the full range of clinical support services and other clinical specialties our staff need to do their job to the best of their ability. This means that:

- Some women and babies have to be transferred to other local hospitals for their care
- Some mothers and babies are separated from each other
- Specialist doctors working in other hospitals have to support patients at Liverpool Women's
- We do not have the key support services on site that we need, including intensive care facilities
- We struggle to recruit enough doctors
- We are unable to meet national care standards.

We are the only women's hospital in the country that is not co-located with adult acute services. We believe that the women and babies of Liverpool deserve access to the same standard of safe care and full range of facilities afforded to people who live in other places across the country.

Our 'Future Generations' strategy, first published in 2015, sets out our plans to address this issue, by building a new hospital, co-located with an adult acute site and by establishing partnership working across the city. We have made some fantastic progress over the last five years, including creating the Liverpool Neonatal Partnership alongside Alder Hey NHS Foundation Trust, and making sure babies and their families receive seamless, joined up care across the city.

We have built partnerships with the adult hospitals across Liverpool; Clatterbridge Cancer Centre NHS Foundation Trust, Liverpool University Hospitals NHS Foundation Trust and Liverpool Heart and Chest Hospital NHS Foundation Trust, to deliver joined up care for our patients.

However, despite our best efforts, undisputed clinical evidence and the backing of all of our partners from across the region, we have not yet received approval for our plans to build a new hospital. We will continue to advocate for our women, babies and families to ensure our future generations can access the world-leading care they deserve.

For that reason, Future Generations will remain a central part of our overall plans for Liverpool Women's.



A large, stylized rainbow with vibrant colors (red, orange, yellow, green, blue, purple) arches over a modern, two-story building. The building has a central section with a colorful, multi-colored facade and large windows. The foreground shows a paved area with a crosswalk and some landscaping.

## Our focus for the next five years

The **best people**, giving the **safest care**, providing **outstanding experiences**



# People

## ***We will be an outstanding employer***

At Liverpool Women's we believe that a great patient experience is intrinsically linked to a great employee experience. Our patients told us that having the best staff is top of their list of priorities; our staff deliver outstanding care, make patients feel safe and have confidence in the care they are receiving.

For this reason, we will continue to focus on caring for, investing in, developing and enabling the collective potential of all our people, including those who are not directly employed but who have an important role to play, and harnessing their energy, ingenuity, talents, differences in a shared sense of purpose.

Our ambition is to be an **outstanding** employer, listening to our staff, attracting outstanding people to deliver outstanding care, targeting inequality and making sure our staff and volunteers are truly representative of our community. To help achieve this, we have set ourselves some specific objectives:

## ***Be recognised as the most inclusive organisation in the NHS with Zero discrimination for staff and patients (zero complaints from patients, zero investigations)***

- Treble number of staff from ethnic minority backgrounds in leadership roles (Band 7 and above) by 2022
- Ensure our workforce matches the ward of Riverside in terms of % of staff from ethnic minority backgrounds by 2025

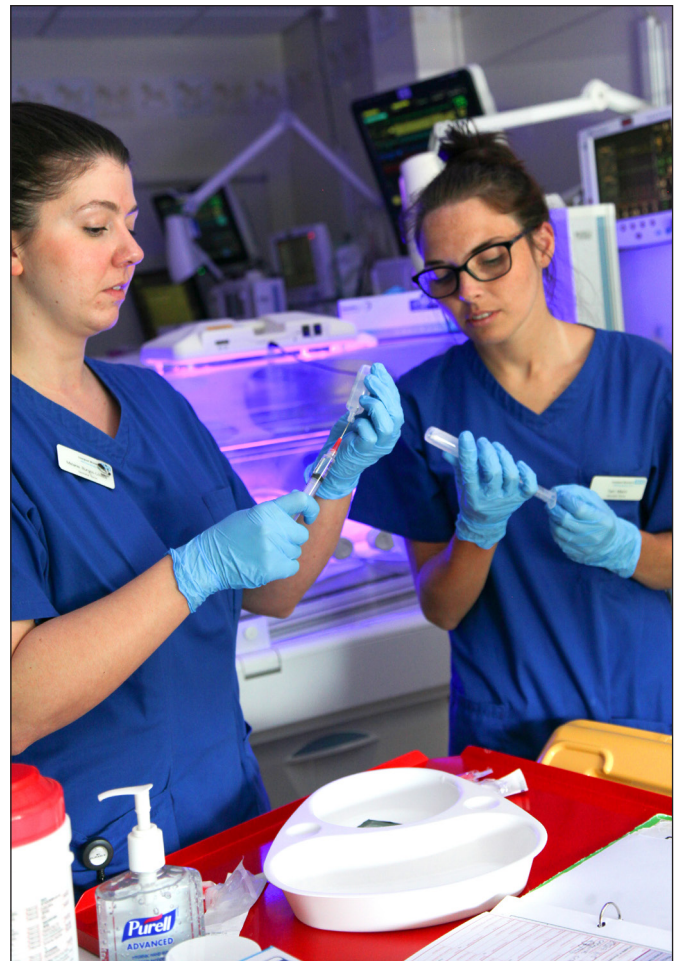
## ***Recruit and retain key clinical staff***

- Be in the top 10% of NHS organisations for staff engagement as evidenced by the Annual National NHS Staff Survey by 2024
- Grow the consultant workforce to achieve 24/7 consultant cover by 2023
- Provide an excellent education and clinical experience for all staff

## ***The detailed plans for delivering these objectives can be found in our Putting People First 2019 – 2024 strategy, which sets out more information regarding our plans around:***

- Supporting the Health and Wellbeing of our staff
- Engaging and involving our people
- Increasing our influence and impact in our communities
- Compassionate Leadership - Investing in our people and our leaders.

Our plans around growing the consultant workforce are also addressed under the Future Generations strategy.





# Safety

## ***Our services will be the safest in the country***

Safe care is the minimum you should expect when accessing healthcare services, which is why we have been working hard over the last five years to address the challenges created by our isolated site and secure a safe and sustainable future for our services. We will continue this work, keeping the delivery of our Future Generations strategy at the top of our agenda, to make sure our future generations in Liverpool have access to the nationally-leading standards of care we believe they deserve.

Our ambition is for our services to be the SAFEST in the country, now as well as in the future. That's why we are continually investing in our services to make them as safe as they can be. Our clinical teams have made excellent progress and have already implemented multiple innovative ways of improving safety, working with our partners across Liverpool and employing ground-breaking technology to support safe care.

We have invested more than £2m a year into our services since 2017/18 to increase our staffing and £17m to improve our facilities, mitigating some of the risks caused by our isolated position. We listen to our staff when they tell us what they need to do their jobs to the best of their ability, which is why we have lobbied for and secured further investment to continue in our journey to deliver the safest care in the country.

### ***Our specific objectives around safety are:***

#### **Progress our plans to build a new hospital co-located with an adult acute site**

- Complete refresh of site options appraisal and business case for a new Liverpool Women's Hospital in 2021
- Contribute to the development and delivery of the Liverpool-wide estates plan during 2021

#### **Develop our model of care to keep pace with developments and respond to a changing environment**

- Review Future Generations model of care for all services, taking account of all post-COVID learning and changes to care delivery models by 2021
- Consult and engage patients, staff and families during and subsequent to the development process - 2021
- Deliver the Quality and Clinical strategy in line with the timescales set out therein
- Provide our hospital with the best digital capabilities and embed a digital first culture through delivering the Digital.Generations strategy by 2025

#### **Implement all feasible mitigations to ensure services delivered from the Crown Street site are as safe as possible, developing our facilities for the benefit of our patients as well as those across the system.**

- Secure investment to develop CT and blood bank services on site by 2021
- Maximise the Gynaecology workforce to deliver timely, safe and effective care to our patients.

**We will deliver these objectives through the detailed plans in our Future Generations Strategy, our Clinical and Quality Strategy, our Digital.Generations Strategy and our Estates Strategy (due to be published in 2021).**

# Experience

## ***Every patient will have an outstanding experience***

We believe that we cannot be the recognised leader in healthcare for women, babies and their families unless we deliver outstanding care, and we understand that your experience of that care can have just as significant an impact as your clinical outcomes.

Our ambition is to exceed expectations and deliver an outstanding patient and family experience for everyone who uses our services. This means ensuring that people who use our services are valued as individuals and listened to; that what is important to them is important to us and that patients and families are informed and supported so that they can be equal partners in making meaningful decisions about their care.

All of our staff, regardless of their role, care deeply about the experiences that our women, babies and families have while under our care. We believe that to deliver a great experience we must make sure we have great people in every role, and that those people are given the support, safe environment and facilities they need to reach their full potential. We commit to placing women, babies and their families at the centre of the care we provide. We will actively seek the views of our whole community, and place them at the heart of future service design. We will listen and learn from what you tell us and we will be accountable to our community, members and governors.

## ***To help achieve these ambitions, we have set ourselves some specific objectives:***

### **Deliver an excellent patient and family experience to all our service users**

- Achieve Bliss baby charter accreditation by 2023
- Achieve the Unicef Baby Friendly Initiative by 2025
- Achieve full delivery of the Patient Experience Framework by 2025
- Pro-actively seek the views of diverse communities to inform the design of our services for the future, ensuring we champion the voices of our future service users

**We will deliver these objectives through the detailed plans in our Clinical and Quality Strategy, our Patient Experience Framework and our Membership Engagement Strategy.**



# Efficiency and Effectiveness

## ***We will deliver maximum efficiency and our outcomes will be the best in class***

We understand the importance of having efficient and effective services; our ambition is to achieve world leading outcomes while delivering maximum efficiency in our services. We commit to valuing equally the time of people both providing and using our services, and making sure everything we do has a direct impact on improving patient care.

We believe that by focusing on our People, delivering Safe care and an outstanding Experience, we will continue to improve our outcomes and achieve efficient services.

We have set a number of specific objectives centred on efficiency and effectiveness:

### **Ensure our services are financially sustainable in the long term**

- Ensure efficient and effective use of all available resources
- Ensure the Trust has an updated, balanced long term financial plan in place by 2021/22
- Pursue appropriate opportunities to maximise Trust income for the benefit of our patients
- Appraise options for future organisational form (up to and including merger) by 2022
- Develop the Trust's commercial strategy during 2022

### **Expand our existing partnerships, building on learning and partnership working throughout the COVID-19 pandemic and playing a key role in establishing the Cheshire and Merseyside Integrated Care System**

- Develop a clear plan for all desirable partnerships during 2021, ensuring robust governance structures are in place

## **Progress our research strategy and foster innovation within the Trust**

- Achieve university hospital status by March 2023
- Provide clear evidence of senior nursing and midwifery research leadership by 2021
- Demonstrate full recovery of the research, development and innovation activities during 2021 following the COVID-19 pandemic
- Provide clear evidence of the Trust's research and development response to COVID-19 pertaining to the specific needs of the Liverpool population, during 2021
- Refresh the research, development and innovation strategy, engaging with stakeholders throughout

### **Fully implement the CQC well-led framework throughout the Trust, achieving maximum compliance and delivering the highest standards of leadership**

- Achieve a well-led 'good' rating by 2021
- Achieve a well-led 'outstanding' rating by 2023
- Achieve an overall rating of outstanding by 2025

**We will deliver these objectives through the detailed plans in our Clinical and Quality Strategy, our Research and Innovation Strategy and our new Finance and Sustainability Strategy, which will be published in 2021.**



# Implementing our plans

This overarching strategy for our Trust was developed in partnership with our staff, patients and community here at Liverpool Women's; to provide a guide to our priorities and decisions over the next five years and take us closer to achieving our ambitions.

The strategy is carefully aligned with all of our underpinning strategies and plans, which feature the detail on how we will deliver our objectives. In early 2021, we will be reviewing and refreshing some of our plans published prior to 2020 to make sure we continue that alignment and that there are no gaps in delivering our objectives.

This strategy will be used to shape our annual operational plans and our daily activities over the next five years. We have nominated Executive leads for each objective, who will be responsible for championing change where it's required and making sure we achieve our goals. We recognise the need for flexibility, in the light of the challenges created by COVID-19, and for that reason we will be reviewing our plans every six months; to make sure we are delivering what we set out to do, and to give us the opportunity to respond to changes in our environment.

**We believe this strategy will help us deliver our vision:**

***To be the recognised leader in healthcare for women, babies and their families***







*The **best people**, giving the **safest care**, providing **outstanding experiences***



**Liverpool Women's NHS Foundation Trust**  
Trust Offices  
Crown Street  
Liverpool L8 7SS

**Phone:** 0151 708 9988

**Email:** [communications@lwh.nhs.uk](mailto:communications@lwh.nhs.uk)

**[www.liverpoolwomens.nhs.uk](http://www.liverpoolwomens.nhs.uk)**