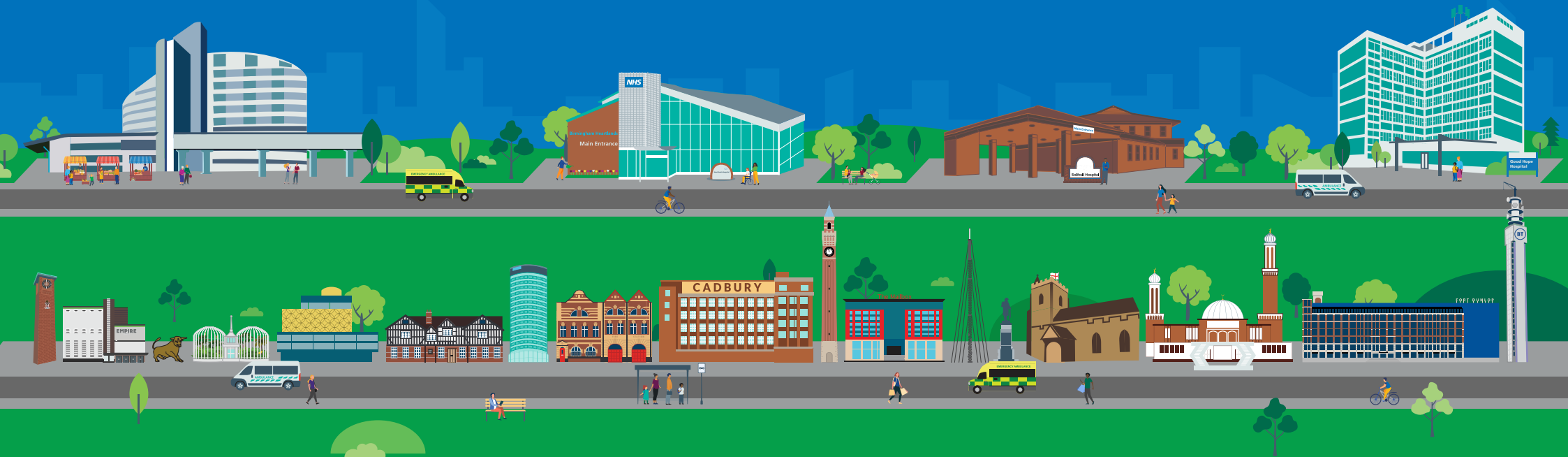


Building Healthier Lives

Our Strategy for UHB 2024-29



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Introduction

We want to build healthier lives. We want to see a future where the people we serve, in Birmingham, Solihull, South Staffordshire, the West Midlands, or wider, are healthier and have better prospects. UHB is the third-largest organisation in the NHS within the UK's second city and is in an invaluable position to be able to influence future health outcomes.





However, Birmingham is one of the most deprived cities in the country and with this comes a recognition that there are inherent inequalities which impact on the health of the population, not only in terms of life expectancy, but the number of years in which people are able to live in a healthy way. We therefore have a key role to play in providing joined up care to address this alongside our core responsibilities of diagnosing and treating ill health.

UHB is already a remarkable place with four valued acute hospitals working alongside other health and social care partners to transform lives every day. Yet, at the same time, we acknowledge that there is still much we can do to make things better, both for our patients and our staff. CQC inspections

have shown us we have more to do in improving the care patients consistently receive and the NHS staff survey alongside our own internal reviews have highlighted that for some of our staff, we are not getting their experience at work right.

We will therefore transform UHB into a place where people are proud to work, and where every patient knows they will receive the highest quality and most equitable care possible.

Our five strategic priorities are:

1.  **Our Patients** – Improving health and wellbeing and providing every patient with high-quality and equitable care.
2.  **Our People** – Improving the experience of our colleagues by creating a culture where everyone who works for, or trains at, UHB feels like they belong, can thrive, knows that they add value and feels valued.
3.  **Our Potential** – Ensuring UHB is a centre for pioneering research, innovation, education and training that improves health outcomes, sustainability and value.
4.  **Our Place** – Working with our partners to reduce health inequalities and making our sites cornerstones for their communities.
5.  **Our Performance** – Making good use of our resources to ensure the efficient delivery of our plans.

Everything we do will be underpinned by our values of being:

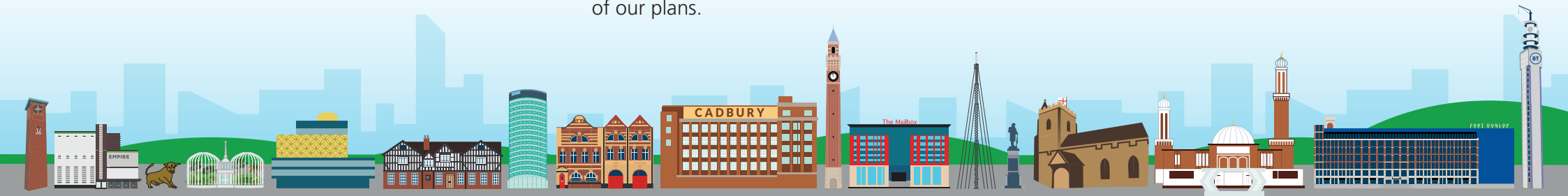
Kind – showing kindness to each other, and to our patients and visitors, every day.

Connected – building connections with everyone around us.

Bold – always aiming to be bold in how we think, speak and act.



We have already spoken to more than 1,600 individuals across the organisation, asking them what an exceptional UHB would look like for our patients, people, progress and place, including what that means for them personally, for their team, their service, their hospital and our trust. We have also asked them what behaviours are positive



and what are unacceptable for UHB as a place to work and to be cared for. Those discussions formed the basis of “Living our Values: UHB’s Behavioural Framework” which launched in March 2024.

By investing in local hospital leadership (what we call a group model), we have also sought to create an environment where local hospitals are empowered to improve services and respond to local population needs. The aim of this is for teams to have agency to act and greater control in changing those things that matter. This will free up the hospitals to have their own unique identity and become centres of excellence in their own right. We have therefore engaged with each of the site leadership teams individually about what the overarching strategy should be in the new model.

We are now focussing on engaging with as many people as possible; our patients, staff, carers and partners, to work up the detail of our five-year plan, including some tangible metrics which will help us monitor our progress and achievements against the priorities we have set out.

Together we will work to make lives healthier.



Dame Yve Buckland
Chair

A handwritten signature in black ink that reads "Y H Buckland".



Jonathan Brotherton
Chief Executive Officer

A handwritten signature in black ink that reads "J Brotherton".



Our context

In setting this five-year strategy, we have reviewed the context in which UHB operates to ensure we set a strategy which is fit for purpose and will be successfully delivered. At all levels there are challenges; some that are faced by the whole of the NHS and wider society, some particular to Birmingham and Solihull, and some unique to UHB itself. However, there are many opportunities, as well as areas of existing strength to build on, and it is on this realistic, but optimistic view, we have based our strategy.

The national picture

England's population continues to be an ageing one overall, but the quality of life in later years is declining, and more people are experiencing poor health in older age. There is also a rise in the number of adults with multiple chronic conditions requiring support and treatment by the NHS. The potential for joined-up working across local authorities, the NHS and other public and third sector organisations is greater than ever and is evidenced as the best way to improve both health and broader quality of life.

The now fully formed Integrated Care Systems (ICSs), together with plans to support both retention and recruitment of staff, give us optimism for the future and more joined-up working.

The period since the first COVID-19 cases were diagnosed in England in early 2020 has brought into sharp focus the enormous potential within the NHS and society, as well as the problems faced. We witnessed the NHS workforce coming together to deliver high-quality care and world-leading research, supported by people up and down the country during 2020 and 2021.

However, the impact of dealing with COVID stretched far beyond the respiratory illness, with national diagnostic, cancer and elective waiting times extending way beyond what could have been foreseen.

During 2022 and 2023 an enormous amount of work has been done to drive down waiting lists and provide the health service the population needs, however, there continue to be significant numbers of patients waiting for treatment. Where patients were waiting up to 18 weeks from referral prior to COVID for their treatment, it is not uncommon for patients to be waiting over three times as long for routine surgery.



These pressures are also felt when it comes to patients being seen/discharged from our emergency departments and together with workforce shortages, industrial action and increasing financial pressures, nationally we are seeing greater staff fatigue and burnout. On top of this, the NHS overall is not as productive (not seeing as many patients) as it was before 2020.

This all means that when asked, around 39% of the population do not feel that our NHS will be there for them when they need us (The Times Health Commission) and that satisfaction² in the NHS is at an all-time low due to:

- It takes too long to get a GP or hospital appointment (71%)
- “Not enough NHS staff” (54%),
- “The government doesn’t spend enough on the NHS” (47%).

¹ <https://ageing-better.org.uk/summary-state-ageing-2022>

² British Social Attitudes survey – <https://www.kingsfund.org.uk/insight-and-analysis/reports/public-satisfaction-nhs-social-care-2023>



The local picture

The area in which UHB operates has many distinctive features that make it a wonderful place to work, as well as presenting unique challenges. It also gives us a real opportunity to make a difference to the health of the population, both directly and indirectly. The population of the West Midlands is 4.7 million and has seen steady growth over the past decade. With the establishment of ICSs in 2022, our primary local network is that across Birmingham and Solihull (BSol). Between our hospital sites and community service each year we see, treat and care for nearly two million people. The BSol population is one of the most diverse in the country which brings great richness to the area and Birmingham is notable as one of the youngest cities in Europe with nearly 40% of the population aged under 25. However, BSol is also one of the most deprived ICS areas in England, serving a greater proportion of the most disadvantaged communities than any other ICS; 57% of people from Birmingham and Solihull are in the 20% most-deprived people across England. We know that this deprivation is concentrated in particular communities, and this directly impacts health outcomes and life expectancy. Meanwhile, for more specialised services, the Trust has a footprint

that can extend across England, the whole of the UK, and internationally.

Given all of this, the BSol ICB in its strategy has agreed to following aims over the next 10 years³:

- Increase life expectancy at birth and at 65 years for all; to at least be on a par with West Midlands average in 2033;
- Increase healthy life expectancy for all; to at least be on a par with West Midlands average in 2033;
- Reduce gaps in life expectancy between the least and most deprived and between different ethnic groups;

UHB has a pivotal role, as a partner in the ICB, in addressing these inequalities and are aware of just how significant an impact we can have as an employer, as well as a healthcare provider.

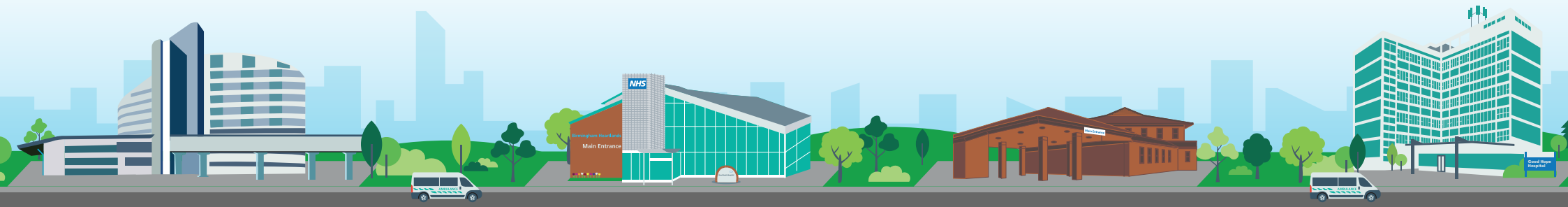
The UHB picture

UHB is, by almost every measure, one of the three largest providers in the NHS. We have the second-largest number of employees of any NHS trust, some 24,000 staff, as well as over 7,000 people working on our staff bank and more than



360 volunteers. At any time we have around 700 medical students receiving training and nearly 2,000 students on placements as part of the School of Nursing, AHPs and Midwifery. We have the second largest number of Accident and Emergency Department attendances in the NHS, the highest number of outpatient attendances and the largest number of beds split across our four hospitals. UHB has the third-largest income of any NHS trust, some £2.3 billion in 2022/23 and delivers some of the most specialist services in the country, alongside the provision of district general hospital services to the people of Birmingham and Solihull and adult community services for the people of Solihull. We take seriously the responsibility that comes

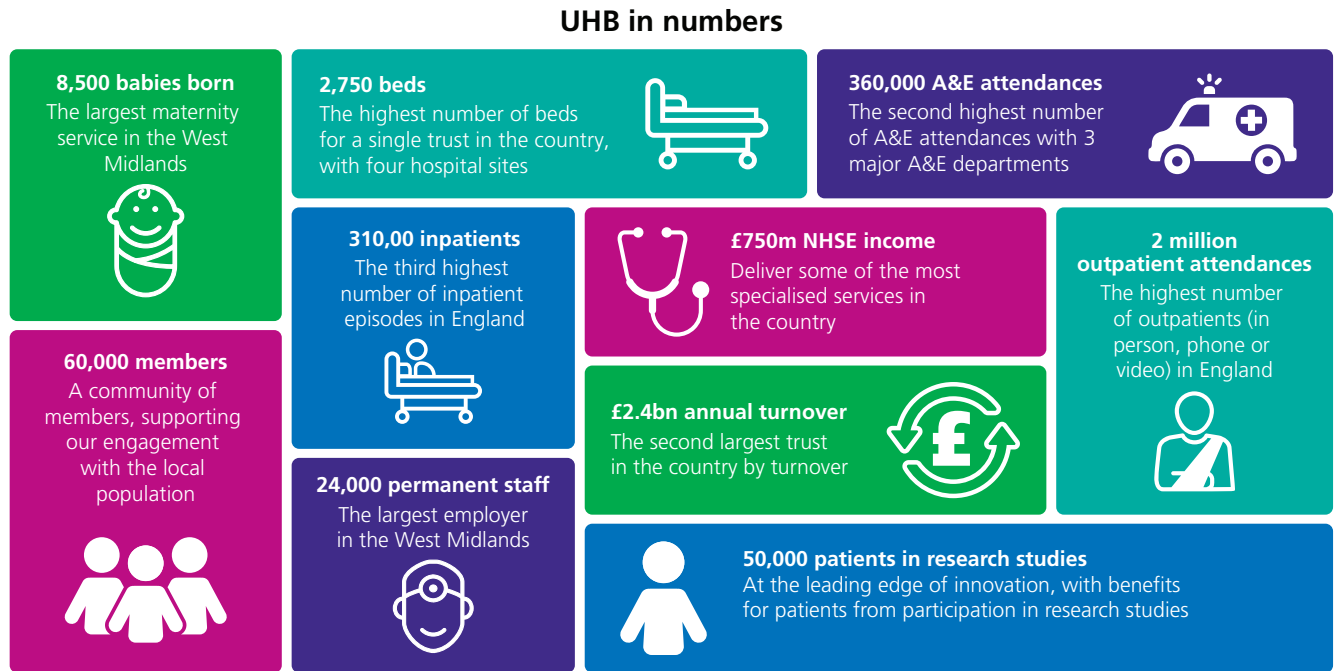
³ BSol Integrated Care Strategy – <https://www.birminghamsolihullics.org.uk/about-us/our-integrated-care-partnership/our-integrated-care-strategy-2023-2033>



with such scale and will use the opportunity that provides to bring about improvement across the whole NHS.

This breadth in the services that UHB offers means that we are fortunate to be connected in many different ways, whether that be as a provider of tertiary care, a local district general hospital, or West Midlands-wide research and innovation networks. At the same time, we acknowledge that sometimes we have been seen as insular to our NHS partners or too far removed from the communities we serve and that our staff, and particularly our leadership, have not reflected them well enough. The newly introduced operating model for UHB, based around its individual sites and the communities they serve, provides us with the opportunity to be more responsive and make a real difference in this area.

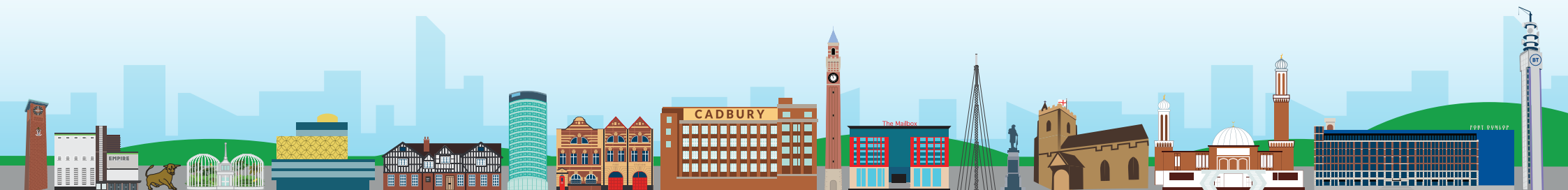
In common with NHS organisations across the country, we are so very proud of the way our staff stepped up to care for patients and each other during the pandemic, and we are also aware of the toll this took, with little time for rest or reflection, when working to drive down waiting lists and provide care to an increasingly unwell population. We have also had to face problems at UHB itself with some examples of poor culture



and behaviours, and the impact these have had on the quality of care (recognised by the CQC in their 2023 inspections) we provide to our patients.

Indeed, our national staff survey results (for some scores) are amongst the worst against our peers with only half of our staff recommending us as a place to work and, disappointingly, only around two thirds of staff feeling that quality is viewed as the highest priority. We must improve both of these areas.

The past year has been a period of getting to the root causes of these problems and starting to address them; it has also been a period of intense work to build the new structures we need to embed positive change and deliver the high-quality healthcare each and every one of our patients and colleagues deserve. There will be ongoing hard work and reflection in the years to come to ensure we learn from previous mistakes and grow from them as we embark on our journey to delivering our new strategy.



Our vision

Building healthier lives

Our mission

We will improve the health and wellbeing of the population we serve, shape an equitable and sustainable future and create an excellent experience for our patients and staff.

Delivering the best clinical care sits front and centre of our mission every day and together with receiving an expedient and excellent experience, is the top priority for our patients. We also have the responsibility of making sure that we are building a health and care system fit for the future, and which addresses the needs of all. We can only deliver world-class care if it is joined-up both within UHB itself and when we are working with our partners effectively. Our new vision therefore pivots our position and role in providing healthcare to respond to the fact that we need to diagnose and treat ill health, but we also have a significant role to play in tackling the prevention of illness and those things that determine inequality.

As such, we will have a renewed focus on population health, to target and achieve the

interventions that as a system we can improve healthy life years lived.

For any system to succeed however, we know that it is vital that we work together to improve the health of the communities we serve. We will listen to those we work with and those we care for to ensure we are being effective in our role and will regularly check to see if we need to make changes.

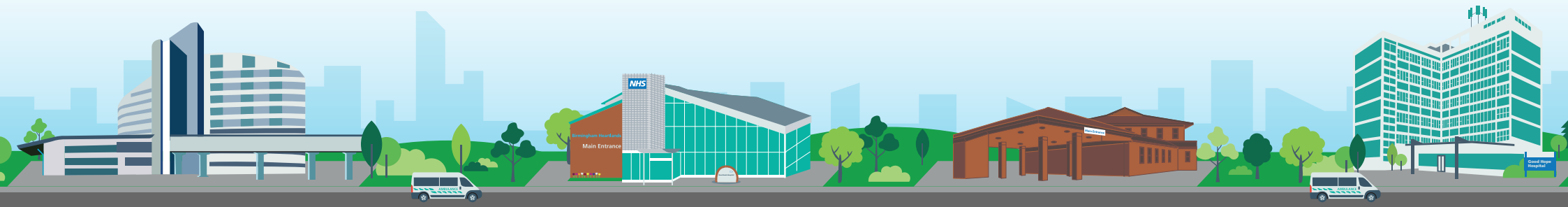
As the largest employer in the West Midlands, we have the opportunity of piloting new ways of working and developing innovative solutions to the problems our people encounter. We will invest in a culture of continuous improvement both incremental and where necessary disruptive so that staff can share their ideas and have the tools to make changes to improve their working conditions and the care they provide to our patients. This will help us to attract the best talent that is aligned to our values as well as develop and retain our existing people. We will share our experience, both success and failures, with others across the system and beyond, to embed our role in a learning system.

As noted above, we are interconnected, both within and outside the NHS, in many ways, and this affords us the opportunity of working with



a range of partners to deliver our vision. During the course of this strategy, we will focus on ensuring we maximise these partnerships and work collaboratively with others to address the problems faced by our communities. We will only be successful in doing this if we drive research and innovation in the diseases and conditions which most impact people in BSol and lead the way in searching for solutions to the challenges faced across the area.

We are privileged to provide education to colleagues across the whole course of their careers and this is a role we will place increasing emphasis on over the next five years. Being known as a great place to work at the beginning of your career,



whether that be clinical, operational, or across our corporate teams, will help us build a workforce for the future. Excelling at developing and delivering high-quality education and training throughout someone's career will support retention and the pride people have in UHB. By offering training in specialist fields and techniques across the UK and internationally, we will continue to develop a world-leading service for our patients.

Our five-year strategy sets out how we will start our journey to transform UHB. Our staff, patients and partners have shared with us what they want UHB to look like and these qualities, outputs and outcomes will have been built into our implementation plan. We will do this in part by harnessing the learnings from the reviews carried out over the past year, by embedding a continuous improvement methodology, and by ensuring our governance, leadership, relationships and plans support us to become a truly values-led organisation.

We are committed to being a learning organisation and this encompasses making sure our staff have access to the training, education and support they need to flourish at work and also that UHB learns from examples of best practice elsewhere in the NHS and other sectors. We know there is truly

exceptional work already underway in the Trust and we will shine a light on this, while providing the tools needed to move from where we are to offering world-class care.

Our values

Kind, Connected and Bold

We developed our values in 2021 with input from more than 1,400 of our staff, as well as a range of stakeholders and partners. They are well embedded across the Trust and continue to reflect the ethos we believe is central to achieving the transformation in our culture that we need to see to be able to improve our care, our working environment, our Trust and our communities. They are the values to which we will recruit and which we live when we work, when we lead, when we connect, and when we treat our patients.

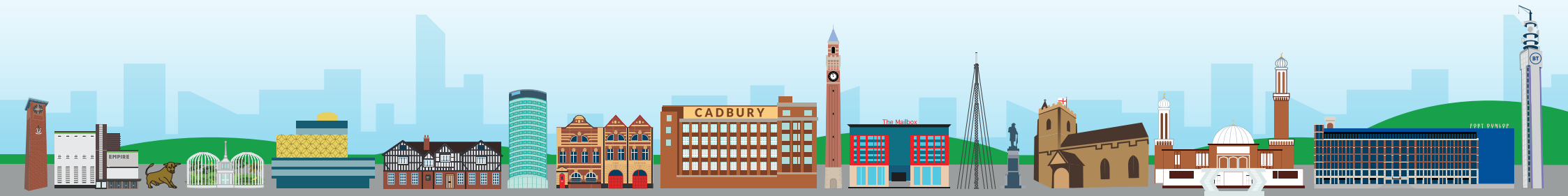
To complement this, the Trust has a long-term values-based leadership programme, which is aimed at, and is relevant to, all leaders in the organisation. In March 2024 we launched "Living our Values: UHB's Behavioural Framework" which details the behaviours we want to see are encouraged and rewarded, and those behaviours our teams have said are unacceptable. This will



be backed up by a programme of organisational development and HR support to enable us to develop the skills to challenge unacceptable behaviour and celebrate positive behaviour and also to embed the Framework into our systems and processes.

Our Kind, Connected, and Bold Awards recognise staff across the Trust who go over and above in delivering for patients and colleagues alike, and have become an important part of how we identify and celebrate excellence.

These values will underpin our strategy and ensure that we are successful in delivering it and do so in a positive way which supports a culture of openness and transparency.



Priority one: Our Patients

Strategic outcome:

Every patient receives high-quality and equitable care.

Five-year measure of success:

We will be in the top 25% of acute trusts for patients who reported that they had a very good experience in national patient surveys

Every patient should be confident that the care they receive from UHB will be high-quality, compassionate, and equitable. We will work with patients and other partners to ensure that we not only deliver such care, but we play our part in creating a healthier Birmingham and Solihull by working to prevent patients from becoming unwell.

This priority recognises that not only should every one of our patients have confidence in the care and treatment they receive at UHB, but also

that we are taking steps to address the health inequalities which exist across BSol. We will work with partners across the ICS to leverage the resources and skills we have to build a healthcare system in BSol, which meets the needs of the population we serve, and be bold in our approach to building a more equal society.

We have three strategic objectives which will help us to deliver this priority. These are:

- **Embed a culture of continuous quality improvement across the Trust for all our patient interactions** that works to improve clinical quality, patient safety, patient experience, operational performance and productivity. In doing so, we will work closely with system and national partners including in public health, primary care and the community to create more joined-up and holistic healthcare strategies that help our key patient population stay healthier for longer. We will work with our partners on population health approaches so that increasingly patients receive support to avoid illness.
- **Innovate around treatments for patients with chronic conditions to ensure patient**



pathways and clinical expertise are set up to deliver the most effective, equitable and patient-centred treatments. The services we provide will be designed to match and mirror the needs of patients.

- **Develop our specialist services to adopt global best practice and cutting-edge innovations to maintain and advance their quality of care** on a regional and national level. This will ensure our patients have the best chance of recovery whilst working with local hospitals to ensure pathways are optimised for transition between tertiary and secondary care.



Priority two: Our People

Strategic outcome:

We have an inclusive culture where everyone at UHB feels like they belong, can thrive, knows that they add value and feels valued.

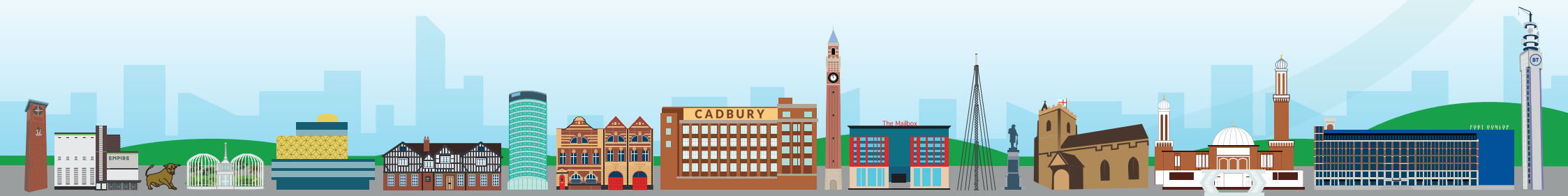
Five-year measure of success:

We will be in the top 25% of trusts for staff who recommend us as a place to work in the National Staff Survey

Our most valuable assets are the amazing people who work for us; we want them to be proud of where they work and have had a hand in shaping it to become the best possible place to work. We know we will only make the improvements we need if our people are proud to work at UHB. It will mean taking actions to improve the day-to-day experience of working at UHB and backing our staff to deliver the highest possible quality care to our patients. It will mean an unwavering commitment to fairness and empowering our

people to call out poor behaviour and know they will be listened to, supported and that their concerns are acted upon. We have three strategic objectives which will enable us to deliver this priority. These are:

- **Create a welcoming and inclusive workplace that thrives on the diversity of its people, celebrating unity in difference** so that our people feel valued, supported and listened to, within a culture that lives and breathes its values. We will be a place where people have the autonomy they need over their work life, including the freedom they need to make improvements in their area of work. Our people will feel they belong, as they and their colleagues exhibit the Trust's value of being connected. And our staff will feel that they are able to make a contribution; that not only is the work that they do valuable but that value is acknowledged by others and felt by themselves.
- **Be values-driven in all we do, championing positive behaviours and tackling unacceptable ones** so that our culture is transformed into one where everyone who works for UHB can flourish and have a positive experience.
- **Develop compassionate and culturally competent leaders who enable high performing and psychologically safe teams.** They will be highly visible and in-touch with the views and concerns of people at all levels and roles. They will demonstrate shared ownership and accountability for helping to resolve problems and reduce barriers to success. They will be skilled at holding difficult and sensitive conversations and supporting individuals and teams to be successful and fulfilled at work.



Priority three: Our Potential

Strategic outcome:

We are a centre for pioneering research, innovation, education and training.

Five-year measures of success:

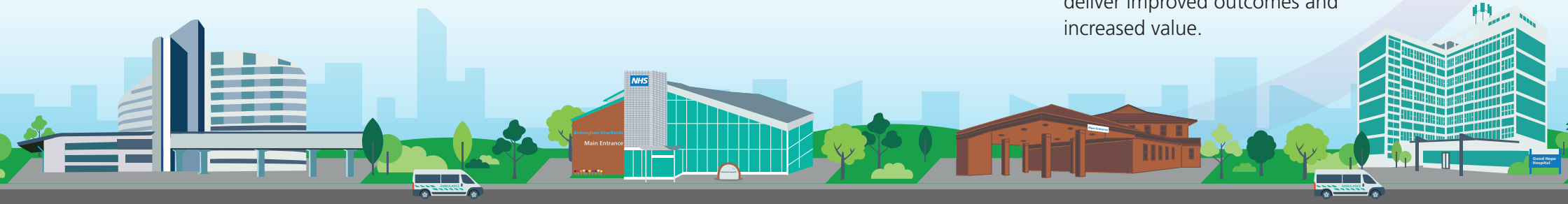
We will achieve the top 25% of trusts for overall experience in the National Education and Training Survey

We will increase the number of commercial research trials we undertake

As a teaching hospital and tertiary provider of Services, UHB has a long history of delivering quality education, both to its existing workforce and to its people of tomorrow, by providing undergraduate medical, nursing and AHP education, and by undertaking nationally and internationally recognised research. We will confidently build on these areas of strength which are central to the delivery of this strategy. Our partnership with the University of Birmingham

already attracts the highest amount of UK Research and Innovation funding outside the “golden triangle” of Cambridge, Oxford and London and we will work with our academic partners to strengthen this reputation further, as well as further growing our commercial research portfolio. We have three strategic objectives which will enable us to deliver this priority of our strategy. These are:

- **Actively promote education and development to all our people by developing world class educational infrastructure** by building on the establishment of UHB’s School of Nursing, Allied Health Professionals and Midwifery in 2020 has allowed us to develop and deliver education and training which meets the needs of our staff, which in turn supports them to deliver better care to our patients. This model has proved a success for both us, and the wider healthcare system, and we will use the learning from this in other professions, as well as continuing to develop and deepen our existing partnerships with our local universities.
 - Share our developing knowledge to support the practices of other teams and organisations caring for similar populations.
- **Enable a culture of research so that all areas of our workforce and patients participate in research.** This will allow us to offer increased access to novel treatments and therapies, while building a solid evidence base for their adoption. We will also focus on researching the effectiveness of improvement approaches as we work to improve our services. Our involvement in international and digital research will grow as we support the pioneering and thought-leading research undertaken by our specialists, many of whom are national and international experts in their fields. Increasing the total volume of research undertaken, as well as increasing the proportion that is nationally and globally recognised, will deliver improved outcomes and increased value.
 - Improve health outcomes in our local population;
 - Reduce inequalities and imbalances, aiming to give all our patients a world-class service.
- **Work with local academic institutions to build a more agile and able learning organisation that pioneers research to:**
 - Improve health outcomes in our local population;
 - Reduce inequalities and imbalances, aiming to give all our patients a world-class service.



Priority four: Our Place

Strategic outcome:

Our sites are responsive to the needs of the communities they serve.

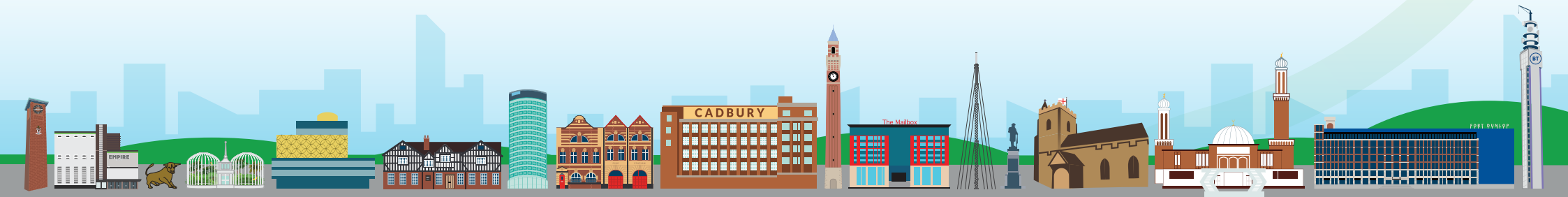
Five-year measure of success:

We will contribute to an increase in healthy life expectancy

Looking to the medium and long term will cement UHB as the cornerstone on which a sustainable future for healthcare in Birmingham and Solihull can be built for future generations to live healthy, fulfilled lives. We know that health outcomes vary significantly across the communities we serve and that we have a pivotal role in addressing these. We are already committed to sustainability, with the first net zero operation carried out at UHB in 2022, and we are determined to make sure we are a leader within the communities we serve on creating cleaner air and improving health overall. Over the next five years we will work with partners to

improve the environment and make Birmingham and Solihull healthier places to live. Our measure of success for this priority therefore deliberately mirrors one of the key outcomes of the Birmingham and Solihull ICS strategy. We have three strategic objectives which will enable us to deliver this priority of our strategy. These are:

- **Work with our system partners to address health inequalities and tackle deprivation** by:
 - developing and resourcing a Health Inequalities and Core20PLUS5 (NHS England’s approach to reducing healthcare inequalities) implementation plan which review and improve pathways to improve patient empowerment and self-management
 - increasing the number of people employed at UHB from targeted communities within Birmingham and Solihull
- **Be actively engaged and involved with our communities** to improve pathways for the care of key patient populations and preventing ill health by becoming an integral, valued and distinctive community asset that reflects the local population, and shapes it through:
 - Continuing to develop the unique identities of our individual hospitals and other services to ensure they reflect the communities they serve.
 - Creating conversations with our communities that increase trust, engagement, involvement and allow the co-production of services that match their needs and expectations.
 - Being an attractive place for local people to work, where they feel they have opportunities to secure purposeful, fulfilling and rewarding roles and build long-term, exciting careers.
 - Working together with communities to address the determinants of health, and proactively addressing these to improve quality of life across BSol.
- **Consolidate our position as an anchor institution by being a leader in social and environmental responsibility in our local communities** by using our key position within the NHS, as a provider of specialist services regionally and nationally and as the largest employer in Birmingham and Solihull to deliver more equal health outcomes and be an agent for social change within Birmingham, Solihull, the West Midlands and the country as a whole.



Priority five: Our Performance

Strategic outcome:

We make best use of our resources to ensure the efficient delivery of our plans.

Five-year measure of success:

We will be in the top 25% of acute trusts for workforce productivity

We need to deliver for patients with the resources that we have. A relentless focus on improvement, reducing delays and unnecessary processes will be critical to delivering on the priorities of patients, reducing waiting times further and balancing our finances. We must also implement more productive and effective processes to make the most of the growth in workforce that we have seen in recent years.

We have three strategic objectives which will enable us to deliver this priority of our strategy.

- **Deliver against key national access standards for diagnostics, elective, emergency and cancer care** so that our patients receive care in a timely manner that prevents them from deteriorating and gives them the best chance of recovery. We will also standardise treatment and care across sites, so that each patient gets equitable access to the very best care we can give, regardless of speciality.
- **Deliver on our financial plan to ensure financial sustainability for UHB and the wider healthcare system** – by delivering what we say we will and meeting our financial plans we will have greater financial freedom to be able to invest in the development of our services.
- **Reduce waste and improve value in order to drive innovation and productivity** so the time of our patients, staff and resources is well used.



Our strategy on a page

Building Healthier Lives				
We will improve the health and wellbeing of the population we serve, shape an equitable and sustainable future and create an excellent experience for our patients and staff.				
Kind		Connected		Bold
Theme	5 year outcome	Primary measures	Objectives	
Our Patients (Lead Execs: Chief Medical Officer, Chief Nurse & Chief Operating Officer)	Every patient receives high-quality and equitable care	We will be in the top 25% of acute trusts for patients who reported that they had a very good experience in national patient surveys	<ul style="list-style-type: none"> Embed a culture of continuous quality improvement across the Trust for all our patient interactions Innovate around treatments for patients with chronic conditions to ensure patient pathways and clinical expertise are set up to deliver the most effective, equitable and patient-centred treatments Develop our specialist services to adopt global best practice and cutting-edge innovations to maintain and advance their quality of care 	
Our People (Lead Exec: Chief Executive, Chief People Officer, Director of Communications, Hospital Executive Director, Good Hope)	We have an inclusive culture where everyone at UHB feels like they belong, can thrive, knows that they add value and feels valued	We will be in the top 25% of trusts for staff who recommend us as a place to work in the National Staff Survey	<ul style="list-style-type: none"> Create a welcoming and inclusive workplace that thrives on the diversity of its people, celebrating unity in difference Be values-driven in all we do, championing positive behaviours and tackling unacceptable ones Develop compassionate and culturally competent leaders who enable high performing and psychologically safe teams 	
Our Potential (Lead Execs: Chief Medical Officer, Chief Nurse, Hospital Executive Director: QE)	We are a centre for pioneering research, innovation, education and training	We will achieve the top 25% of trusts for overall experience in the National Education and Training Survey We will increase the number of commercial research trials we undertake	<ul style="list-style-type: none"> Actively promote education and development to all our people by developing world-class educational infrastructure Work with local academic institutions to build a more agile and able learning organisation that pioneers research Enable a culture of research so that all areas of our workforce and patients participate in research 	
Our Place (Lead Execs: Chief Strategy & Digital Officer and Hospital Executive Director: Heartlands)	Our sites are responsive to the needs of the communities they serve	We will contribute to an increase in healthy life expectancy	<ul style="list-style-type: none"> Work with our system partners to address health inequalities and tackle deprivation Be actively engaged and involved with our communities Consolidate our position as an anchor institution by being a leader in social and environmental responsibility in our local communities 	
Our Performance (Lead Exec: Chief Financial Officer, Chief Operating Officer, Hospital Executive Director: Solihull)	We make best use of our resources to ensure the efficient delivery of our plans	We will be in the top 25% of acute trusts for workforce productivity	<ul style="list-style-type: none"> Deliver against key national access standards for diagnostics, elective, emergency and cancer care Deliver on our financial plan to ensure financial sustainability for UHB and the wider healthcare system Reduce waste and improve value in order to drive innovation and productivity 	

Delivering our strategy

Our commitment to openness and transparency includes being clear as to how we will deliver this strategy, what changes will be seen by when, and how we will measure success, and work is underway to put in place the structures to support delivery.

This Trust-level strategy will be supported by a suite of complementary strategies covering areas of the Trust's development that cut across multiple priorities or strategic objectives.

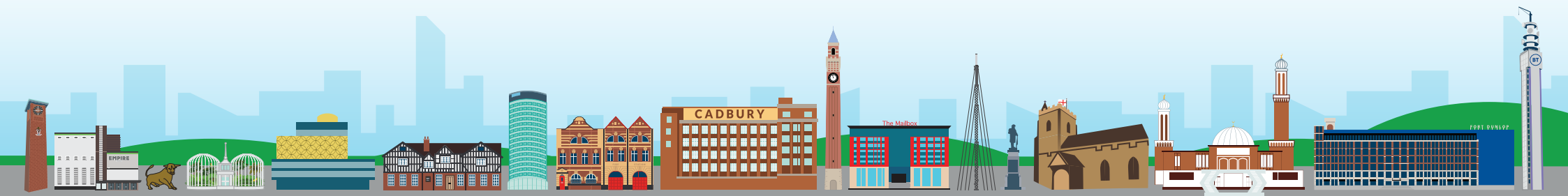
The first priority will be for each of the Trust's hospitals to develop their own strategy to support the delivery of the overall strategy whilst reflecting the unique needs of each site, the population they serve and their workforce. The synergies between these will form the basis of a new clinical strategy for the Trust as its nascent Clinical Advisory Groups develop their plans.

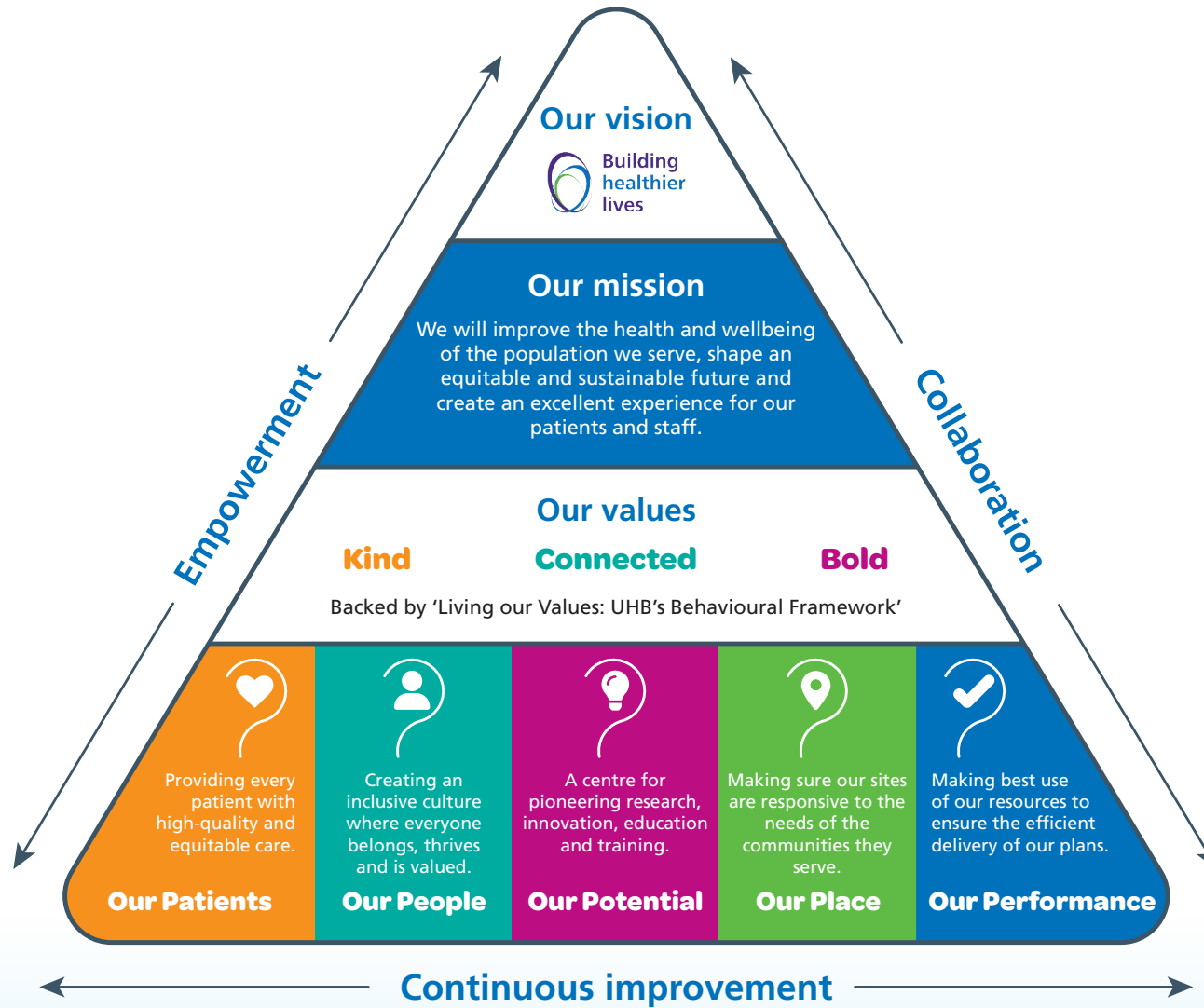
Following this, enabling strategies will be developed for essential areas where congruity



between the needs of the individual hospitals and the overarching group is needed, such as health inequalities, workforce, digital and research and development. In addition, longer-term overarching site development plans for each of our sites are currently in development which will be linked to the requirements of this strategy for changes to the Trust's physical estate.

There will also be a set of local strategies developed at site, department and specialty-level which will further support the delivery of this Trust-level strategy. There will be alignment across all strategies through the consistent use of our priorities and objectives, all underpinned by our values.





Building Healthier Lives

Our Strategy for UHB 2024-29

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