



James Paget  
University Hospitals  
NHS Foundation Trust



# BUILDING A HEALTHIER FUTURE TOGETHER

Our strategy for the next five years  
2023-2028

# Proud  
of the  
Paget



# FOREWORD

We are delighted to present the new five-year corporate strategy for James Paget University Hospitals NHS Foundation Trust. Strategies like this one are an opportunity to set out who we are, who we plan to be and what we aim to achieve throughout the next five years. Our Strategy is particularly important as it covers a period of great change for us in how services are commissioned and delivered, as well as the progression of our new hospital programme. Additionally our strategy is aligned to the NHS Long Term Plan, Norfolk & Waveney system and emerging Joint Forward Plan.

At the Paget, we're seeking ways to build a healthier future together. Together with our patients and staff, together with our partners, together with our communities. This means clinically-led and patient-centred services underpinned by local collaboration. We want those services to be better coordinated with partner providers, and to ensure that they reflect our local population. It is very important to us, we have our public's confidence, through the delivery of safe and effective services.

In order to build that healthier future we need to continue to transform our services and develop new models of care which will provide significant benefits to our patients and our local

communities. Part of this change journey is about preparing the Trust for the development of a new hospital whilst also maintaining services within the existing hospital.

Another aspect of our change journey will be the introduction of an Electronic Patient Record (EPR) which will have a major impact on the way our patients are seen, treated and communicated with. During the delivery of this strategy EPR will be implemented and used by many services across the Trust. Therefore it is about ensuring our staff and system partners are prepared and supported through this change as well as maintaining high quality services to patients through this transition.

The next five years will be significant. Our partnerships with the other acute Trusts in Norfolk will focus on aligning pathways and establishing shared best practice. New services we develop for those pathways will be co-designed with patients and partners. Our workforce will continue to evolve with those new services, introducing new skill mixes and ways of working - all of this while remaining focused on delivering excellent services safely and efficiently.

**We're Proud of the Paget.** We hope you will be too.



**Joanne Segasby**  
Chief Executive



**Anna Davidson**  
Trust Chair





# WHO WE ARE

James Paget University Hospitals NHS Foundation Trust provides care to 250,000 people living in Great Yarmouth and Waveney, from our main hospital site in Gorleston, the nearby Newberry Clinic and other outreach clinics in the local area.

Built between 1976 and 1981, the hospital fully opened in 1982, bringing together smaller local hospitals and clinical services in the area on to one site. Our hospital is named after Great Yarmouth-born surgeon to Queen Victoria, Sir James Paget (1814-1899), who was President of the Royal College of Surgeons in England, a Fellow of the Royal Society and Vice Chancellor of London University, and is considered a major pioneer of British pathology.



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## WHAT WE DO

Our hospital provides a full range of general acute services plus a number of specialised services; including a hyperbaric chamber for ventilating and monitoring critically ill patients whilst they are receiving hyperbaric oxygen therapy.

The Trust has approximately 500 inpatient beds. These are a mix of critical, intensive and high dependency care, general surgery and medicine, maternity, paediatrics and neonatal, and escalation beds. We employ over 4,500 staff, both part and full time, making us the largest employer in the local area.

We play a significant role in the fabric of the local community, not only as a much-loved NHS Trust committed to providing compassionate, high quality care, but as an institution within our area. We are a respected clinical educator and trainer that nurtures and develops its staff, both from local and international populations.

Our Trust is on a journey to developing a New Hospital on its current estate, which will provide modern health and care services to meet the needs of the communities it serves for the future.



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# A YEAR AT THE PAGET

## DAY CASES AND INPATIENT NUMBERS



**32,859**

DAYCASES

**31,141**

INPATIENTS

## OUTPATIENT CONTACTS



**276,636**

OUTPATIENT APPOINTMENTS

**39,066**

VIRTUAL APPOINTMENTS

## OPERATIONS PERFORMED



**11,657**

OPERATIONS

**2,612**

EMERGENCY SURGERY



## BIRTHS

**1,806**

BABIES

## DIAGNOSTICS



**202,320**

SCANS



## RESEARCH

**1,178**

PARTICIPANTS IN  
RESEARCH STUDIES



## URGENT CARE

**76,063**

PATIENTS IN EMERGENCY  
DEPARTMENT



## VOLUNTEERS

**180**

ACTIVE VOLUNTEERS

**11,250**

HOURS OF SUPPORT

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# WHO WE WORK WITH

Our Trust works with a range of local partners to ensure we meet the needs of our population holistically, above and beyond the clinical treatment and support our hospital staff provide.

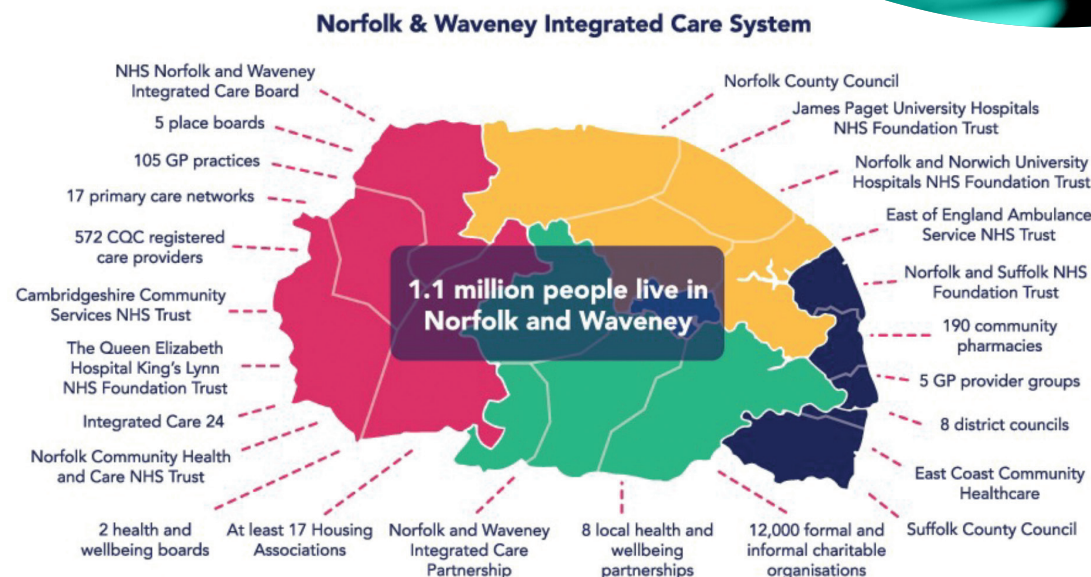
We work closely with our fellow hospitals and NHS Trusts in Norfolk and Waveney, GPs and clinical teams in Primary Care Networks, community and mental health services, local government, independent providers and voluntary, community and social enterprise organisations to meet the evolving needs of our patients.

Much of this collaborative working takes place directly with patients in our care, delivered through longstanding, integrated services that support the needs of people with joint health and care needs.

The James Paget is a member of the Norfolk and Waveney Integrated Care System, which brings together a wide range of partner organisations that work together to transform local services, with input from staff, patients, families and carers, with an overarching aim of helping people lead longer, healthier and happier lives.

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Read more about the Norfolk and Waveney Integrated Care System here: [improvinglivesnw.org.uk/](http://improvinglivesnw.org.uk/)

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The needs of our patients are at the centre of the compassionate care our hospital provides, and **we listen and engage with the communities we serve to develop and improve our services.**



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# VALUES & BEHAVIOURS

We want our staff to be positive ambassadors for the Trust as a place to work and receive treatment, guided by our vision, values and behaviours.

Our vision is building a healthier future together. This means we aspire to be an innovative organisation, delivering compassionate and safe patient care to the people we serve. We also want to be outstanding in everything we do, to maximise the positive impact we have on people's lives.

Achieving this requires a well-led and motivated workforce, so our vision is underpinned by a set of values and behaviours, which have been co-produced with staff and patients.



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# OUR VALUES

## **Collaboration**

We work positively with others to achieve shared aims

## **Accountability**

We act with professionalism and integrity, delivering what we commit to, embedding learning when things do not go to plan

## **Respect**

We are anti-discriminatory, treating people fairly and creating a sense of belonging and pride

## **Empowerment**

We speak out when things don't feel right, we are innovative and make changes to support continuous improvement

## **Support**

We are compassionate, listen attentively and are kind to ourselves and each other

# STRATEGIC PRIORITIES



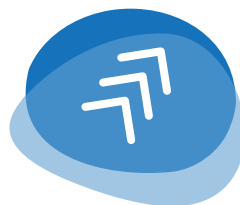
OUR  
PATIENTS



OUR  
PEOPLE



OUR  
PARTNERS



OUR  
PERFORMANCE

The above are our strategic priorities.

Through a process of engagement and co-production, we have identified ambitions that support each of these priorities. As part of Our Strategy, the ambitions will inform the service delivery plans we put in place over the next five years, which will coincide with the development of our new hospital.

In order to ensure that these priorities and ambitions are achieved, an annual delivery plan for each priority will be developed and these will be monitored by our Trust Board.

Read on to see the ambitions for each priority, and a little bit of context about what we mean by them. At the end of Our Strategy you can see an initial overview of the types of projects we're putting in place to deliver the change we aspire to.

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# PRIORITY ONE

## CARING FOR OUR PATIENTS

1. Deliver the best and safest care for our patients
2. Continuously improve patient experience
3. Reduce health inequalities, ensuring equitable access for all
4. Empower patient choice and personal responsibility for health



## PRIORITY ONE CARING FOR OUR PATIENTS

### AMBITION 1.1:

#### **Deliver the best and safest care for our patients**

Our patients are at the centre of everything we do – whether inpatient or outpatient, child or adult, local or just visiting, our patients come first. This means constantly striving to determine what ‘best’ and ‘safest’ are, and improving services every day to ensure they are resilient enough to consistently meet those standards.

**We will** develop and deliver innovative improvements to the care we give to our patients, including ensuring that our staff skill mix adapts to meet changing demands. This will be complemented by a comprehensive review of our quality improvement process, to ensure it supports identification and implementation of best practice.

### AMBITION 1.2:

#### **Continuously improve patient experience**

Healthcare isn't just about the care provided, it's also about what it feels like to receive that care. Do you as a patient feel valued, heard and empowered? We need feedback to ensure that we know what works and what doesn't, and we want our patients to know that they are respected and that their experiences are valid.

**We will** improve the ways that patient feedback can be provided, ensuring that it feeds in to co-production of services as we move towards the new hospital. We will implement a ‘no blame’ staff culture where mistakes are investigated and rectified. We will work to achieve reductions in complaints, improve staff job satisfaction and ensure new services are designed around patient experience and feedback.

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## PRIORITY ONE CARING FOR OUR PATIENTS

### AMBITION 1.3:

#### **Reduce health inequalities, ensuring equitable access for all**

The NHS was established on the principles of social justice and equity. Everyone deserves the same access to the same services, regardless of their circumstances or background. Health inequalities are driven by a range of factors, including where people live, as well as their income, race, religion, gender, and more.

**We will** ensure that everyone is welcome in our services, taking into account cultural, financial and other barriers to engagement. This includes making reasonable adjustments for all patients that need it, as well as providing easy access to services with affordable parking. It also includes working to make the culture of the James Paget one that is inclusive and kind towards patients, visitors and staff.

### AMBITION 1.4:

#### **Empower patient choice and personal responsibility for health**

Patients that want and understand the care they're receiving and are able to continue that care for themselves are more likely to experience positive recovery and reduce the need for further services. Additionally, people with lived experience are uniquely placed to give insight into the kinds of services they need.

**We will** put patient choice at the heart of our co-designed services, including ensuring that both digital and face-to-face services are available. We will give our patients the data and knowledge they need to manage their own conditions safely and virtually, with our expert input when required.

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## PRIORITY TWO

### SUPPORTING OUR PEOPLE

1. Promote an inclusive, fair and safe workplace
2. Develop compassionate and effective leadership
3. Attract, engage, develop and deploy our staff to deliver the best care for our patients
4. Promote well-being opportunities to keep our staff healthy and well







## PRIORITY TWO SUPPORTING OUR PEOPLE

### **AMBITION 2.1:**

#### **Promote an inclusive, fair and safe workplace**

We want our staff to be representative of the community we serve and for everyone to have a sense of belonging, working in a psychologically safe culture that is focused on learning.

**We will** ensure that equity, diversity and inclusion is a thread through all we do. We will proudly operate as an anchor institution within our local community. We will embed a just and learning culture, where everyone feels safe to speak out. We will celebrate successes and embed learning when things do not go to plan.

### **AMBITION 2.2:**

#### **Develop compassionate and effective leadership**

Our managers and other leaders, whether at team, service or Trust level, should be capable and feel confident in their roles, exemplifying our Trust Values in all they do to create an environment where people can flourish, aligned to shared goals. Whilst operating with compassion and fairness, they are able to effectively hold our services and people to account. As we move towards new ways of working, our leaders must build the capacity for change across the Trust, place and system.

**We will** recruit and develop diverse talented leaders, in line with our Trust Values. We will enable our leaders to be the best they can be through a range of development offerings and individualised support. We will develop our approach to talent management and succession planning so we are spoilt for choice for our next generation leaders at all levels of the organisation.





## PRIORITY TWO SUPPORTING OUR PEOPLE

### **AMBITION 2.3:**

#### **Attract, engage, develop and deploy our staff to deliver the best care for our patients**

Our staff are crucial in order to deliver the high quality and safe services our patients need. We want all our staff to feel proud to work at the Paget and that they are listened to, valued, supported and able to make a difference. Our staff need the training, development and mindset to support them to excel in their current roles, to reach their full potential and to adapt to new ways of working. We need to use the full range of people's skills and experience to effectively deploy our staff to deliver the best possible care.

**We will** develop innovative roles to meet changing needs and will ensure we have an effective pipeline of key skills, from attracting external talent to growing our own. We will have a continuous focus on improving all aspects of staff experience. We will use digital solutions to support new ways of working, including remote working and consultations, and to support the effective deployment of staff to meet service needs, including e-rostering and job planning.

### **AMBITION 2.4:**

#### **Promote wellbeing opportunities to keep our staff healthy and well**

Our staff have challenging jobs. Being as healthy and resilient as possible enables them to work at their best and to be positive role models for the people they care for. We care for our staff and want them to feel supported in the workplace and able to make healthy choices that positively impact all aspects of their lives, with the ability to access more specialist support where needed.

**We will** keep staff wellbeing as a core consideration through annual wellbeing conversations, providing options to support better work-life balance, focusing on improving health inequalities, and offering a range of staff support, including psychological support and treatment. Creating a physically healthy work environment will be a key element of new hospital design plans including refurbishment of staff residences.



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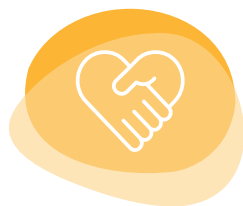




## PRIORITY THREE

### COLLABORATING WITH OUR PARTNERS

1. Collaborate to achieve seamless patient pathways both at place and system level
2. Embrace our role as an anchor institution, working together for the best outcomes
3. Be an effective partner to achieve both our ambitions and our partner's ambitions



## PRIORITY THREE **COLLABORATING WITH OUR PARTNERS**

### **AMBITION 3.1:**

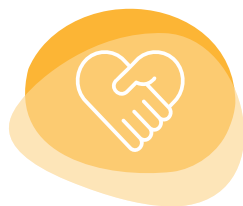
#### **Collaborate to achieve seamless patient pathways both at place and system level**

In Norfolk we have three acute Trusts, and a broad range of local and specialist providers. Our patients move between providers according to their clinical needs. In order to make this safe and seamless, we need to truly collaborate, which means ensuring that each provider is either working in the same way, or in a complementary way.

**We will** review current practices and methodologies with our partners, to establish best practice for our local area and for the health system as a whole. We will then work towards integrated pathways across key services, under the shared acute clinical strategy for the three acute Trusts in Norfolk which is already in development. A key goal will be to establish consistent, aligned and complementary services across the three acute Trusts, including shared caseloads and shared risk. This will be supported by digital developments in how services are delivered, as well as the benefits of place-based care, working with local partners close to the patient's home around discharge and community support.







## PRIORITY THREE COLLABORATING WITH OUR PARTNERS

### AMBITION 3.2:

#### **Embrace our role as an anchor institution, working together for the best outcomes**

As the biggest employer in Great Yarmouth, we have a responsibility to be part of and support local communities. This includes but goes beyond provision of place-based care. By investing in people now, we can help more people later. We need to inspire young people, whether that's to work in healthcare, innovate on tech projects or seek out other exciting opportunities.

**We will** implement broad outreach programmes, with clinicians going in to schools to share their knowledge and inspire young minds. We will work to maximise our preventative role through a whole pathway approach with local providers. We will seek out other opportunities to support and partner with local companies and organisations, such as developing a net zero carbon site or sourcing goods locally.

### AMBITION 3.3:

#### **Be an effective partner to achieve both our ambitions and our partner's ambitions**

Through the development of Integrated Care Systems (ICS) it is clear that we will have much greater success in achieving shared outcomes through working together, so we need to seek new ways to think collaboratively. Partnership working will also necessitate us working closely and effectively in our Great Yarmouth and Waveney area. Every organisation has its own goals and aspirations, with strategies like this one aimed at improving the services they provide. Let's work together to achieve them.

**We will** take a lead role in developing innovative solutions in Great Yarmouth and Waveney, utilising the Place Board to its full potential for the benefits of the population. In addition we will engage proactively with patients, relatives and the public, in addition to all other partners and in our ICS to seek collaborative ways to improve care, as well as together with the other acute Trusts as part of the Acute Hospital Collaborative.



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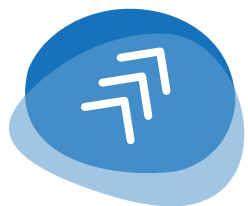
# PRIORITY FOUR

## ENHANCING OUR PERFORMANCE

1. Make the best use of our physical and financial resources
2. Lead the way towards achieving Net Zero Carbon
3. Future-proof our service for the people we serve
4. Improve services through digital transformation, research and new models of care







## PRIORITY FOUR ENHANCING OUR PERFORMANCE

### **AMBITION 4.1:**

#### **Make the best use of our physical and financial resources**

A key task for any NHS Trust has always been to ensure that funding is spent effectively and sustainably. This is even more crucial now, in the wake of the Covid-19 pandemic, and in the context of the significant cost of living crisis that has followed it.

**We will** build a foundation for investment through a Trust-wide culture of efficiency, balancing visionary approaches with clear, deliverable plans and service developments. This will include the move to an electronic patient record, in conjunction with our partner acute Trusts in Norfolk. We will explore new ways of working, as well as ways to combine corporate functions with system partners.

### **AMBITION 4.2:**

#### **Lead the way towards achieving Net Zero Carbon**

Our new hospital will be expected to be as close to carbon neutral as possible. We have a Green Plan which looks at what we can do now to improve things, and what opportunities there will be in the future, to ensure that net zero initiatives are embedded into the Trust's models of delivery and capital development programme.

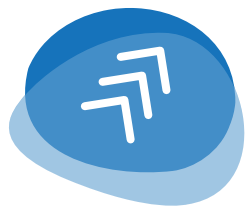
**We will** give our Sustainability Project Group the resources it needs to raise the profile of net zero carbon and Green Plan requirements across the Trust, and to deliver projects to further these goals. This will include moving away from fossil fuels, reducing reliance on plastics, less carbon intensive prescribing practices, travel plans, and development of biodiverse green spaces on site. We will also roll out a range of digital solutions that reduce travel requirements and reliance on paper.

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## PRIORITY FOUR ENHANCING OUR PERFORMANCE

### **AMBITION 4.3:**

#### **Future-proof our services for the people we serve**

We need to make sure that the people we serve have access to acute and specialist services in a safe and modern hospital for years to come. Building our new hospital is a major part of that, but it will also require new ways of working, which entails transformation of services and extensive staff training.

**We will** work on the business cases required to secure funding for the new hospital from 2023 to 2025, with the construction period expected to start from 2025. Prior to that, we will confirm enabling work requirements and commence and complete key projects to support the new hospital, as well as the final design processes to determine what the new hospital should look like, how much space it needs, and what digital transformation opportunities it will afford us.

### **AMBITION 4.4:**

#### **Improve services through digital transformation, research and new models of care**

How we provide care is constantly changing. Technology provides a broad range of opportunities, such as the rise in video appointments now available for outpatients and triage. Digital transformation is the platform from which further research into new ways of working can be delivered.

**We will** develop a digital-first culture, which prioritises digital solutions that work together across the Trust and with our partners in the wider health system. This will enable high quality care provision, enhancing patient experience and improving the working lives of our staff. Digital developments will be supported by 'digital ambassadors' within each of our specialisms, who will be supported to help drive innovation.



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