



## Herefordshire and Worcestershire Health and Care NHS Trust

# Strategy

2025-2030



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"I feel very proud to be working for this Trust and blessed to work with such a supportive team."

Staff member.

"She didn't treat me like I was just a number. She was professional and caring."

Patient from the Housing, Adaptations and Specialist Equipment Service.



# Foreword from the Chair and CEO

We are really proud to present our Trust Strategy, shaped by the voices of our staff, patients, carers, and partners. It sets out our vision and strategic objectives for the next five years, grounded in our CARES values and the evolving needs of the communities we serve.

We are entering a period of significant change and opportunity. In line with the launch of the 10 Year Health Plan, we are reaffirming our commitment to the delivery of high-quality, person-centred care through strong foundations, better use of our resources, and greater collaboration with our partners.

For our staff

Our aspiration is for everyone who works in here to feel part of a truly inclusive organisation, one that listens, learns, and continually improves. We want every employee to feel safe, respected, and valued, and to experience a culture where kindness is the norm. Above all, we want everyone to feel proud to work here. We know that when we feel good at work, we deliver the very best care and support to those who rely on us.

For our patients and carers

We strive to make our services inclusive, welcoming, and responsive - where every patient is treated with dignity, placed at the heart of decision-making, and supported throughout the care they receive. We are driven by a focus on prevention, tackling health inequalities, and delivering care closer to home - enabling neighbourhood health and embracing digital innovation to improve access and outcomes.

Our strategy reflects our belief that a compassionate culture is key to delivering high-quality care. It is shaped not only by our values, but by the real-world experiences of our patients and staff.

Together, we will build a future where everyone can thrive.



Biraj Parmar  
Acting Chair



Ellen Rule  
Chief Executive Officer

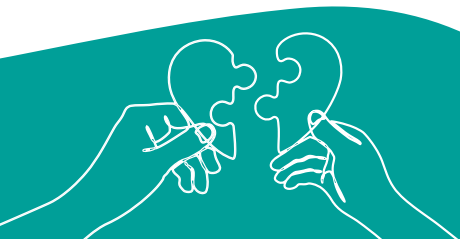
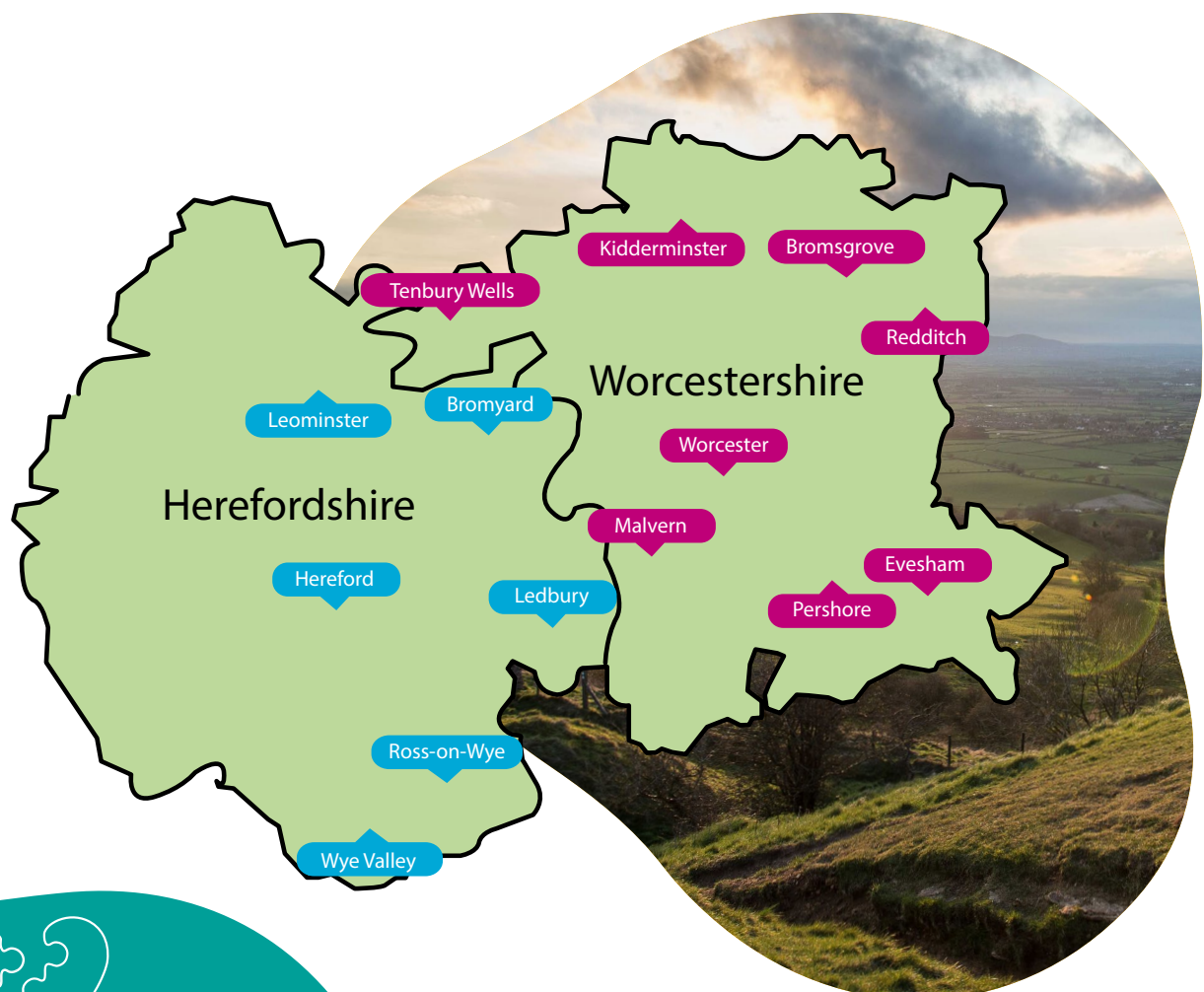
# Who are we and who do we support?

We are proud to deliver a broad and integrated range of mental health, learning disability, and physical health services that support people throughout their lives. From early intervention to specialist care, our services span both primary and secondary care, reaching people of all ages in their homes, in the community, and in our inpatient units.

We work in close partnership with other health and care organisations to provide joined up care for patients. We collaborate with other NHS providers, local authorities, schools, community partners, families and carers. We have mental health and learning disability teams integrated within hospital settings, advocating and supporting patients while they receive hospital care.

Like other NHS Trusts across the country, our services are facing significant pressures, and we have some services where we need to significantly improve our waiting times.

Despite these challenges, our ambition is clear: to deliver safe, compassionate, and inclusive care that improves health outcomes and reduces inequalities. We are investing in our workforce, strengthening community partnerships, and listening to the voices of those we serve, because we believe that better health starts with working better together.







5,078 staff employed across Herefordshire and Worcestershire.



Serving 800,000 people across Herefordshire and Worcestershire.



Geographically diverse communities, spread across urban and rural areas.



1,169,435 patient contacts across physical and mental health services.



567,408 nursing and therapy contacts.



32,474 calls to the 24/7 mental health helpline.



41,830 attendances at Minor Injury Units (MIUs).



3,089 patients admitted to community hospitals and mental health inpatient wards.



369,145 mental health contacts CAMHS and adult services.

“In what was a very difficult dark time they were a light. They were peace. They were kindness. They were time. They became part of our family”. Relative feedback on the Primrose Unit.

# Our vision and values

## Our vision:

Putting people at the heart of high-quality care to create healthier lives.

## Our values:



**Courageous:** Displaying integrity and having the courage to do what is right.

**Ambitious:** Always striving for outstanding care.

**Responsive:** Listen, learn and act.

**Empowering:** Freedom to choose and live well.

**Supportive:** Support each other and be proud of what we do.

## National and local strategic context

The NHS 10 year plan "Fit for the Future" published earlier this year has three key shifts.



Hospital

Home



Analogue

Digital



Sickness

Prevention



"Things are moving in the right direction - this is a great organisation to work for."

Staff member.





## Our strategic objectives:



1. Enhance staff experience, ensuring our people feel valued and respected.



2. Provide high quality care through strong foundations.



3. Use our resources wisely to have the greatest impact for our population.



4. Work with our partners to shape Neighbourhood Health.



5. Enable a step change in innovation and digital.

"It's a great place to grow and make a difference."

Staff member.

# What will be different by 2030?

## For our patients and carers:

- Consistent, high-quality care: Every interaction feels safe, respectful and effective, whether in hospital, community or virtual settings.
- Care closer to home: Patients and carers access services in their neighbourhoods, reducing travel and improving convenience.
- Digital empowerment: Patients and carers use apps and online tools to manage appointments, monitor conditions and communicate with their clinicians, with alternative approaches being made available, if required.
- Personalised support: Services are tailored to individual needs, with better coordination across health and social care.
- Trust and confidence: Patients and carers feel heard, involved in decisions and confident in the care they receive.

## For our people:

- Empowered and supported: Our people feel valued, listened to and equipped to do their best work.
- Pride and purpose: Everyone is proud to work for the Trust and feel connected to our shared purpose and values.
- Compassionate culture: Psychological safety, inclusion and wellbeing are embedded in everyday practice.
- Streamlined systems: Processes and procedures make the day job easier, freeing up our people to focus on patient care.
- Career development: Clear pathways for growth, leadership and specialisation are available to all.

## For our partners:

- Stronger collaboration: Joint planning and delivery of services is the norm, not the exception.
- Shared outcomes: Partners work toward common goals like reducing inequalities and improving the health of our population.
- Integrated neighbourhood teams: Health, care, and community services operate as one, with shared data and resources.
- Innovation hubs: Partners co-develop and test new models of care, supported by digital infrastructure.
- Mutual trust and transparency: Relationships are built on openness, shared learning, and aligned priorities.





# 1. Enhance staff experience, ensuring our people feel valued and respected.

Create a safe, inclusive workplace where compassion and accountability go hand in hand.

What we will do:

- Help people build resilience through learning, self-awareness and understanding.
- Build trust by being open and honest.
- Empower our people and teams to continually improve.
- Support people, participation partners and carers with wellbeing offers.
- Make sure everyone has access to the right training and support.
- Be inclusive in the way we do things.

What good looks like:

- People feel a sense of belonging. They feel heard, safe, supported and are proud of their work.
- People feel recognised and respected for what they bring.
- Problems are talked about and solved in a fair and open way.
- The culture feels compassionate and sets clear expectations for how we work.
- Wellbeing is protected, leading to lower sickness and better care.
- Skills and talent are supported and developed.

“He was very skilful in working with the young person. They found themselves at ease and safe to talk about some really difficult areas.”

Carer within the CAMHS Anchor Team.

“I felt that she was walking alongside me, not just advising from a distance. Her empathy, clarity, and compassion made an enormous difference.” Admiral Nurses Service User.



## 2. Provide high quality care through strong foundations.

Deliver safe, joined-up, person-centred care supported by clear processes and professional standards.

What we will do:

- Put patients and carers at the heart of every decision.
- Focus on high quality, effective care, supporting prevention as close to home as possible.
- Continuously plan, monitor, and improve care. We will use feedback from our service users, partners, and regulators. This will also be guided by clinical, regulatory, and professional standards.
- Make sure teams can work together across organisations.
- Use digital tools to join up care safely and effectively.
- Use quality standards and assurance in line with the national quality strategy.

What good looks like:

- Patient and carer feedback together with clinical outcomes, show patients get the right care where and when they need it.
- Our systems and processes keep improving so care is always safe, effective, and person-centred.
- Quality improvement is part of everything we do, using proven, evidence-based methods.

“Always outstanding, caring, compassionate nothing was too much trouble we went to two family meetings about mums care and they are all so caring.”

Cantilupe Ward family member.



"Both ladies were positive, friendly and conscious/supportive of my wellbeing at all times. The procedure was carried out in a timely yet effective manner, after-care was thoroughly explained to me".

Patient from the Podiatry Arrow Team.

### 3. Use our resources wisely to have the greatest impact for our population.

Deliver care in a way that uses resources wisely and focuses on value for money.

What we will do:

- Spend NHS money carefully by focusing on things that make a real difference.
- Work smarter by finding better ways to do things through innovation and accountability.
- Focus on sustainability and affordability, planning investments to meet national priorities.
- Be flexible and responsive by making sure people can access the information they need to do their jobs efficiently.
- Deliver against national performance standards by reducing waiting times and improving clinical outcomes.
- Plan ahead so we have enough funds to invest in digital technology and new ways of delivering care.

What good looks like:

- We manage our finances well, so we can keep improving care for patients.
- Working with partners to help close the system financial gap and deliver joined-up care efficiently.
- People have the tools and resources they need to deliver great care.
- Our Trust will be well prepared to adapt quickly to the evolving financial frameworks of the NHS 10-Year Plan, maximising efficiency and value for our patients.



## 4. Work with our partners to shape Neighbourhood Health.

Develop integrated, community services that are inclusive and meet the needs of local people.

What we will do:

- Work with staff, patients, carers and partners to design services that meet the needs of local communities and reduce inequalities.
- Build strong, collaborative relationships with primary care networks (PCNs), hospital trusts, local authorities, voluntary sector and social care to create integrated community-based care teams.
- Support teams to take a population-health based approach. This will be focused on prevention and personalisation, especially for patients with long-term conditions.
- Work with partners to expand community offers which support care closer to home.

What good looks like:

- People have easy access to services that are designed to meet their needs.
- Preventative, personalised approaches mean inequalities are reduced. People will get help earlier, before conditions escalate or worsen.
- Communities feel connected to local services, developing trust and a sense of ownership.
- More services offered in the community through neighbourhoods.

**“You always felt like there was someone there. They helped my husband to recover at home, with constant monitoring and advice regarding his care.”** Glades Neighbourhood Team relative feedback.

**“I’ve tried therapy for many years, and this is the first time I’ve actually finished sessions instead of cancelling. I feel that is because of what Sarah taught me and how she never gave up on me”**

Service User from Bromsgrove Neighbourhood Mental Health Team.



## 5. Enable a step change in innovation and digital.

We will use technology to improve access to health services and deliver person-centred care.

What we will do:

- Make sure our systems support communication and information sharing – internally and with other health and care providers.
- Design and adopt digital platforms that allow better, more personalised access to services.
- Consider where AI can reduce the time needed for administrative tasks.
- Use patient and carer feedback to shape innovation and drive service improvement.

What good looks like:

- Information sharing supports faster, safer and co-ordinated clinical decision making.
- Patients and carers are supported to use digital platforms that enhance their experience and provide easy access to information.
- Using AI and digital technology will help to deliver time and resource savings.
- Carers and patients are involved in the development of digital tools which meet their needs.



“She consistently thinks outside the box, coming up with creative ideas that could make his day-to-day living easier”.

Integrated Neurology relative.





"One of the many joys of being a father from a relationship that didn't work out you don't get a single phone call or an email or a letter to tell you what is going on with your child. Try not to forget kids have moms and dads, not just moms, and everyone should be involved in something like this."

Umbrella Pathway parent feedback.

"From your feedback, we will explore how we can better communicate with a second parent where parents live separately." Staff member.

"The mental health team from Hospital at Home started supporting us, at first through phone calls and then with regular visits because he doesn't hear well".

Hospital at Home Service relative feedback.



## Clinical Strategy Programme: Integrated Neurology Team

Introducing cardiovascular screening checks for all of our patients using heart monitoring systems, has shown that nearly half of our patients have had physical health issues. These patients have now been signposted to their GP showing what a great preventative measure these are.





# Our supporting strategies



People, Equality Diversity and Inclusion



Clinical Strategy



Digital Services



Research and Development



Finance



Estates and Facilities



The Green Strategy

“We have never asked for anything but the kindness and support is above and beyond.”

Older Adult Community Mental Health Team – Worcester, Droitwich and Ombersley Relative feedback.



# From our strategy to action

NHS 10 year plan:  
Sets out the government's  
10 Year Health Plan for England



Trust Strategy  
5-year high level strategic direction and priorities

Medium-Term NHS National  
Planning Framework:  
Annual and medium-term  
national priorities/plans  
(3-5 years)

ICB Commissioning  
Intentions:  
Annual system  
priorities/plans



Detailed Trust Delivery Plans  
Annual and medium-term priorities/plans

## How will our strategy guide all that we do?

This strategy will not sit on a shelf, we want it to be at the heart of everything we do. You will see this strategy reflected in our plans and reporting as well as our performance measures and our priority pieces of work.

It will inform our decision-making, shaping the choices we make and the priorities we set both for ourselves and with our partners. It will be woven through all of our communications, ensuring a consistent message and shared understanding across the organisation.

By embedding it into our everyday actions, we will make our strategic objectives real, measurable, and visible in the way we operate and deliver value.

