

Wye Valley NHS Trust Five to Ten Year Strategy

Meeting: Health and Wellbeing Board

Meeting date: Monday 18 May 2026

Report by: Sarah Shingler, Managing Director, Wye Valley NHS Trust

Decision type

This is not an executive decision

Wards affected

(All Wards)

Purpose

To brief the Health and Wellbeing Board members on the key features of the Wye Valley NHS Trust's Five to Ten Year Strategy.

Recommendation(s)

The Health and Wellbeing Board is asked to note the contents of this report.

Alternative options

This is a briefing paper, no alternative options identified.

Key considerations

Overview

1. Wye Valley NHS Trust (WVT) provides hospital and community health services across a large rural area including Herefordshire and mid-Powys. The Trust's strategy is rooted in its values of **compassion, accountability, respect and excellence**, with a strong emphasis on partnership working, integrated care, and delivering more services closer to home.
2. Recently, the Trust has developed a strategy for the future of the organisation, following engagement with key stakeholders and extensive development by its executive team. The Strategy was approved by the Trust Board in April 2026. The Strategy sets out the purpose, mission and vision of WVT, along with a number of strategic priorities.

Purpose, Mission and Vision

- **Purpose:** To improve the wellbeing, independence and health of local people.

- **Mission:** To deliver the quality of care staff would expect for themselves, their families and friends.
 - **Vision:** Working with partners and communities to shape the future of healthcare, ensuring seamless, high-quality care in hospitals and local settings.
3. This aligns closely with local authority priorities around prevention, independence, and community-based support.

Strategic Priorities

4. The strategy is built around five interconnected priority areas:

a. Being a Supportive Employer

The Trust aims to attract and retain skilled staff by:

- Investing in workforce development
- Supporting staff wellbeing
- Promoting an inclusive and caring organisational culture

A stable and supported NHS workforce is critical to system resilience across health and social care.

b. Innovating to Improve Care

The Trust is accelerating digital and data-enabled change by:

- Improving integration of patient records
- Making better use of digital tools
- Embedding data, insight and research in service improvement

This supports whole-system integration and shared intelligence across partners.

c. Strengthening Services

Key service improvements include:

- Reform of urgent and emergency care
- Streamlined referrals with general practice
- Transformation of outpatient services
- Reducing waiting times for surgery

These changes aim to improve access, patient flow and outcomes across the system.

d. Treating People in the Right Place

A strong place-based focus includes:

- Enhancing community and prevention services with partners
- Making best use of community hospitals
- Joint working on frailty pathways
- Better coordination of out-of-county care

This is directly aligned with local authority ambitions for prevention, early intervention, and care closer to home.

e. Delivering on Responsibilities

The Trust commits to:

- Acting as an effective NHS partner within One Herefordshire
- Managing resources responsibly
- Smooth transition of PFI-related services
- Supporting wider sustainability goals for Herefordshire

This reflects a shared responsibility for financial sustainability and long-term system viability.

Implications for One Herefordshire Partners

5. The strategy reinforces the importance of:
 - **Strong NHS–local authority and VCSE collaboration**, particularly around prevention, community services and frailty
 - **Shared place-based planning** through the One Herefordshire Health and Care Partnership Board
 - **Joint workforce, digital and sustainability approaches**
 - **Co-design with communities** to ensure services meet local needs

Overall Assessment

6. Wye Valley NHS Trust’s strategy is well aligned with local priorities. Its emphasis on partnership, prevention, community-based care and system sustainability presents clear opportunities to strengthen integrated working and improve outcomes for local residents.

Community impact

7. There will be widespread community impact from local implementation of the Strategy as it underlines the NHS Ten Year Plan vision to shift care from hospital into the community.

Environmental impact

8. There are obvious benefits to be gained from moving to a digital first approach and the neighbourhood health model, both of which are likely to reduce patient travel times and distances. However, these will need to be offset against the increased use of AI, which is known to be environmentally damaging due to the energy hungry data centres that are used to power the technology. It is inevitable that there will be an environmental impact from local implementation of the Strategy as more care in people’s homes will mean more staff travel but this will be offset by less hospital care, which is extremely resource intensive.

Equality duty

9. Delivery of the Strategy will be governed by the NHS Equality Duties and these will be factored into delivery plans and the various Impact Assessments that will be undertaken relating to any decisions that would be made under the remit of the plan.

Resource implications

10. There are no specific financial implications associated with the endorsement of this plan for the Health and Wellbeing Board.

Legal implications

11. There will be complex legal, ethical and regulatory implications associated with implementing the Strategy, which will need to be dealt with by the Trust on a case-by-case basis.

Risk management

12. There are no specific risks to highlight in relation to this briefing paper.

Consultees

13. Not applicable to this briefing paper.

Appendices

Appendix 1 – Trust Strategy

Background papers

None