






Strategic Theme	Strapline	Vision LONG TERM	Strategic Goal MEDIUM TERM: 3 -5 YEARS	Breakthrough Objective SHORT TERM: 12 – 18 MONTHS
POPULATION AND SYSTEM <i>Mark Mould</i>	 “See patients sooner”	Consistently delivering timely, appropriate, accessible care as part of a wider integrated care system for our patients.	<ul style="list-style-type: none"> Meeting the patient national constitutional standards for Planned and Emergency care, reducing inequalities in outcome and access and improving productivity and value 	<ul style="list-style-type: none"> Planned Care: To achieve 109% weighted value elective activity against a 2019/20 baseline, including specialist advice and guidance Emergency/Urgent Care: >78% of patients treated within 4 hours through the emergency care pathway
OUR PEOPLE <i>Tina Ricketts</i>	 “Be a great place to work”	To be a great place to work, attracting and retaining the best talent.	<ul style="list-style-type: none"> Significantly improved staff experience, engagement and retention NHS Staff Survey results in top 20% of comparator Trusts 	To deliver improvements in the NHS Staff Survey Results for: <ul style="list-style-type: none"> “I would recommend my organisation as a place to work” > 65% Staff Engagement Score > 7.1 / 10
PATIENT EXPERIENCE <i>Chief Nursing Officer</i>	 “Improve patient experience, listen and act”	All patients at UHD receive quality care, which results in a positive experience for them, their families and carers. Every team is empowered to make continuous improvement by engaging with patients in a meaningful way, using their feedback to make change.	<ul style="list-style-type: none"> Rated as Outstanding by CQC as Caring Over 80% of our employees see patient care as a top priority for UHD In the top 20% of NHS Acute Hospital Trusts on the 'overall experience' section in all CQC national surveys 	<ul style="list-style-type: none"> A 5% improvement in employees who see patient care as a top priority for UHD To increase the Friends & Family Test (FFT) and Have Your Say (HYS) feedback rates by 30%
QUALITY OUTCOMES AND SAFETY <i>Peter Wilson</i>	 “Save lives, improve patient safety”	To be rated the safest Trust in the country and be seen by our staff, as an outstanding organisation for effectiveness (Hospitalised Standardised Mortality Ratios - SMR) and patient safety (Patient Safety Incidents - PSIs).	<ul style="list-style-type: none"> In the top 20% of trusts in country for Hospitalised Standard Mortality Ratios (HSMR) Rated as Outstanding by CQC for Safety Decrease severe/moderate harm Patient Safety Incidents (as a ratio of all incidents) by 30% Over 80% of employees believe the Trust promotes a safety culture. 	<ul style="list-style-type: none"> HSMR <100 Improve Staff Survey safety culture questions by 5% Implement UHD PSaF
SUSTAINABLE SERVICES <i>Pete Papworth</i>	 “Use every NHS pound wisely”	To maximise value for money enabling further investment in our services to improve the timeliness and quality of care for our patients, and the working lives of our staff.	<ul style="list-style-type: none"> Return to recurrent financial surplus from 2026/27 Rated as Outstanding by the CQC for our Use of Resources Achieve our Green UHD goals of sustainability for people and planet, and 80% carbon reduction by 2030 	<ul style="list-style-type: none"> To fully deliver the budgeted Efficiency Improvement Programme target with at least 80% achieved recurrently