Strategic Pillar	Objectives
Workforce	**Create a workforce culture that empowers colleagues to contribute to compassionate care and deliver improved outcomes for our population** - Develop colleague experience, leadership, and talent management through inclusion and empowerment - Develop our leaders' capabilities to work collaboratively with partners to deliver better outcomes for our population - Enhance inclusion, diversity and equity
	Continue to develop and implement support for staff health and wellbeing, particularly recognising the impact of COVID-19 - Support Recovery and Restoration post COVID-19 to ensure that there is a retained focus on staff wellbeing, staff experience and staff voice - Well-being & Mental wellbeing promotions and support - Respond to the national staff survey
	Mobilise the new national workforce strategy - Enabling new ways of working and planning for the future - Work with partners to develop new enhanced blended roles across health and social care - Develop and implement a workforce strategy for maternity
Sustainability	**Progress plans to reach net zero by 2040** - Develop a Green Plan with a commitment to achieving net zero carbon by 2040, with a specific focus in 2022/23 on local purchasing - Investigate and develop financing for an integrated energy solution project that details how we will reach net zero for our estates related emissions by 2040

	Embed the Productivity and Clinical efficiency programme - Establish the Group Board structure to share best practice across the Foundation Group (Wye Valley NHS Trust, George Eliot Hospital NHS Trust and Worcester Acute Hospitals NHS Trust, our associate member) and utilise benchmarking data through the programme to drive best practice at pace
	Implement the elective care strategy - Finalise plans for an elective hub at Warwick Hospital and strengthen plans to protect elective capacity - Utilise digital solutions to support the redesign of outpatient's appointments - Full implementation of patient initiated follow ups across all services
	Realise ambitions set out in the Group Research Strategy - Progress University Trust application - Develop research programme with Warwick Business School
Digital	**Commence implementation of a new Electronic Patient Records (EPR) System** - Commence implementation of a replacement for legacy patient records systems - Expand use of the patient portal to cover community services and increased sharing of clinical information, enabling our patients to own their own records - Further develop the sharing of clinical information across Coventry & Warwickshire Providers by implementing Integrated Care Records and exploring opportunities to develop shared pathways and electronic systems to support the EPR **The Digital hub will support the utilisation of technology to ensure that innovation is at the heart of what we do** - Wider mobilisation of monitoring technology in homes and care home settings - Explore the use of robotics to support delivery of care for our population

Quality	**Improve the experience, outcomes and safety of patients accessing our services** - Fully implement Living well with cancer agenda across all cancer sites - Work with partners to implement the recommendations of national Autism strategy - Embed improvement methodologies with partners at Place **Improve the experience and mental wellbeing of children and young people accessing our services** - Create an environment to support children and young people in a mental health crisis accessing our services - Implement recommendations from special educational needs (SEND) Ofsted and CQC assessment
Integration	**Embed a prevention mindset across all staff groups** - Use population health data to drive planning and decision making to move resources that help keep people well for longer and reduce inequalities - Utilise the patient portal to support people to live healthy lives **Reduce health inequalities for our local populations** - Embed a workforce approach to ensure staff recognise and address health inequalities in their service areas - Ensure there is board visibility of inequalities and actions to address them - Implement the actions from the 'Levelling up report' **Implement the national strategy of operating at Place** - Create capacity and capability to act as prime integrator and facilitator of Warwickshire Care Collaborative - Develop Lead Provider model - Develop a financial framework that incentivises changes in behaviours within Place