

Trust Objectives

2025-2026

DELIVERING 5 STAR PATIENT CARE



| ★ Care | ★ Safety | ★ Pathways | ★ Communication | ★ Systems |
|---|---|--|--|---|
| <p>We will deliver care that is consistently high quality, well organised, meets best practice standards and provides the best possible experience of healthcare for our patients and their families</p> <ul style="list-style-type: none"> • Further improve the experience of patients across inpatient and urgent care services, with a focus on pain management and improved waiting time information • Ensure patients in hospital have their nutritional needs met, are assessed, monitored and have timely referral to appropriate services • Continue to improve the experience for women and their families receiving antenatal care through the Trust's Maternity Services | <p>We will embed a culture of safety improvement that reduces harm, improves outcomes, and enhances patient experience. We will learn from mistakes and near-misses and use patient feedback to enhance delivery of care</p> <ul style="list-style-type: none"> • Continue to ensure the timely and effective assessment and care of patients in the Emergency Departments • Improve levels of compliance with Trust infection prevention policies to reduce avoidable healthcare associated infections • Ensure all patients with a working diagnosis of sepsis receive appropriate timely antibiotics in line with NICE guidance | <p>As far as is practical and appropriate, we will reduce variations in care pathways to improve outcomes, whilst recognising the specific individual needs of every patient</p> <ul style="list-style-type: none"> • Continue to improve the effectiveness of the discharge process to provide a better experience for patients and carers • Further improve cancer pathways to ensure all national cancer performance standards are met • Continue to implement and embed standardised clinical pathways across MWL | <p>We will respect the privacy, dignity and individuality of every patient. We will be open and inclusive with patients and provide them with more information about their care. We will seek the views of patients, relatives and visitors, and use this feedback to help us improve services</p> <ul style="list-style-type: none"> • Complete the roll-out of a new speech recognition system to improve the turnaround times for clinic letters • Reduce missed appointments by improving digital patient communications and expanding waiting list management solutions • Improve efficiency of internal communications by delivering a single telephone operating system across MWL | <p>We will improve Trust arrangements and processes, drawing upon best practice to deliver systems that are efficient, patient-centred, reliable and fit for their purposes</p> <ul style="list-style-type: none"> • Move forward with plans to secure a single Electronic Patient Record (EPR) system to ensure alignment of clinical and operational processes across MWL • Encourage a culture of improvement across MWL by embedding best practice service improvement methodologies • Implement the Electronic Prescribing and Medicines Administration (EPMA) system across the Southport and Ormskirk sites |

DEVELOPING ORGANISATIONAL CULTURE AND SUPPORTING OUR WORKFORCE

We will use an open management style that encourages staff to speak up, in an environment that values, recognises and nurtures talent through learning and development. We will maintain a committed workforce where our people feel valued and supported to care for our patients.

- Complete the harmonisation of all workforce policies across MWL
- Promote a positive culture that enables staff to lead healthy lives and supports them to work flexibly
- Foster a workplace that champions equality, diversity, and inclusion to create a culture of belonging, respect, and opportunity for all
- Strengthen core management and leadership skills within our workforce to ensure our leaders are equipped with the required skills and techniques

OPERATIONAL PERFORMANCE

We will meet and sustain national and local performance standards

- Deliver all national cancer improvement targets
- Improve urgent and emergency care performance, delivering timely and effective assessment of patients on attendance
- Achieve all elective / outpatient activity targets assigned to the Trust

FINANCIAL PERFORMANCE, EFFICIENCY AND PRODUCTIVITY

We will achieve statutory and other financial duties set by regulators within a robust financial governance framework, delivering improved productivity and value for money

- Deliver the agreed financial plans for 2025/26
- Work with healthcare organisations across the MWL footprint to develop and deliver opportunities for collaboration to increase efficiency
- Deliver the agreed capital schemes to increase capacity and improve clinical facilities for patients

STRATEGIC PLANS

We will work closely with national and regional commissioning, provider and local authority partners to develop proposals to improve the clinical and financial sustainability of services

- Work with system partners to develop a long-term plan for financial and clinical sustainability
- Develop a Community Services Strategy to support improved outcomes for patients
- Work with place-based partners to improve patient flow and increase timely discharge from hospital to appropriate community settings
- Support improvement in health inequalities across our local communities, working with local health and social care partners
- Deliver plans as part of the Shaping Care Together programme that will deliver sustainable clinical services at the Southport & Ormskirk hospital sites