

## 1 Deliver clinical excellence

To deliver an excellent care, experience and outcomes for our patients, we will:-

- Continue to develop our Quality Strategy with a focus on embedding principles of quality improvement being key to ways of working.
- Work with stakeholders to develop our quality ambitions for 2023-2026.
- Utilise our programmes and partnerships to deliver an improved patient and staff digital experience and protect our services from cyber-attack threats.
- Use our resources optimally to safely treat patients waiting for care as quickly as possible.

## 2 Grow pathways with partners

In order to develop services with partners and patients, we will:

- Collaborate with our Integrated Care System partners (ICS) to support the delivery of our collective system plan.
- Continue to work with commissioning partners regionally and nationally to deliver specialised services that are patient focused and seamlessly joined up with the wider health service, to offer the best possible patient outcomes and experience.
- Continue to identify and invest in meaningful relationships with industry and educational partners to support the delivery of the national Life Sciences strategy.

## 3 Offer positive staff experience

To ensure an open and inclusive working environment where we understand, encourage and celebrate diversity, making the NHS a place where all feel they belong and are respected, we will:

- We make the wellbeing of our staff a priority.
- Continue to implement our 'Compassionate and Collective' leadership programme to ensure that we build a positive culture that enhances staff experience and enables the delivery of high equality and safe care.
- Ensure equitable leadership and people practices to embed equality, diversity and inclusion into everything we do.

## 4 Share and educate

Grow Pathways with Partners. In order to develop services with partners and patients we will:

- Provide an educational environment to enable growing our own for a sustainable highly skilled workforce.
- Respond to specialist workforce supply gaps by working with stakeholders to address.

- Review our Strategy to develop a Royal Papworth School and identify the best way to deliver its' original objectives.

## 5 Research and innovate

To develop the Trust as a centre for research and development, we will:

- Develop the Heart and Lung Research Institute (HLRI) opening the Clinical Research Facility and building the research study portfolio.
- Encourage greater research involvement from staff across our many professions, supported by the Royal Papworth Hospital Charity's Research Innovation Fund.
- Work collaboratively with research partners and industry to enable the HLRI to become a leading centre of cardiovascular research.
- Invest in researchers and research delivery capacity to create a self-sustaining environment for clinical research.
- Encourage greater involvement from staff across our many professions, supported by the Royal Papworth Hospital Charity's Research and Innovation Fund.
- Apply in collaboration with the University for national funding to support new research networks in MedTech and imaging.

## 6 Achieve sustainability

To establish a sustainable operational and financial position, we will:

- Deliver our financial and operational plan.
- Improve the health of our local population as part of our ICS, by bringing our experience and expertise to system programmes of work.
- Take steps on our five year plan to provide sustainable healthcare to our patients, in line with NHS ambitions to deliver a net zero National Health Service.