

Annual Report and Quality Accounts Summary 2023/24





The last 12 months have been a significant and transformative period for Wye Valley NHS Trust.

Despite the ongoing challenges posed by industrial action and increasing demands on our healthcare system, our dedicated and professional staff continue to go the extra mile every day and have worked tirelessly to deliver high-quality care to our patients and local communities.

We continue to strive towards delivering the quality of care we would want for our friends and relatives.

I am proud to report that over the past year, we have made remarkable progress in several key areas.

Through innovative initiatives, collaborative partnerships and sharing best practice across the Foundation Group - which was joined by Worcestershire Acute Hospitals NHS Trust in the summer last year - we have been able to enhance our services and better meet the evolving needs of our local communities. Our commitment to providing high-quality, patient-centred care remains despite the ongoing pressures and demands on our services and I am pleased to report that our organisation has continued to deliver outstanding outcomes across a range of key performance indicators.

The national inpatient survey demonstrated that in 44 of the questions answered by patients, we are in line with other NHS trusts. Overall, we were slightly better in eight out of ten key themes.

A focused inspection of our maternity services by the CQC late last year acknowledged a wide range of improvements and the inspectors commented that staff were providing a “good” service. Their report praised staff who work “incredibly hard” to deliver a high standard of care and highlighted a “well-respected and supportive leadership team” in maternity services.

I’m pleased to report that there has been some seriously impressive progress this year in areas which directly affect our patients’ experiences.

At the end of March we had just 112 patients waiting more than 65 weeks from their referral. This is a huge achievement when you think we had thousands waiting more than 65 weeks during the course of the year. On top of this, we have nearly halved the number of patients waiting more than 52 weeks from more than 2,000 to 1,200.

And as regards our cancer performance, we exceeded our target for the reduction in the number of patients waiting more than 62 days with 58 patients (against our target of 71), and have met our cancer faster diagnosis standard as well at 79 per cent.

This is remarkable as we entered the last financial year

emerging from the toughest winter the NHS had ever experienced only to enter a period overshadowed by industrial action.

These periods of strike action by Junior Doctors and Consultants severely impacted our ability to maintain our productivity levels and throughout the “summer of discontent” last year - despite monumental efforts by colleagues right across the organisation to minimise the impact of the industrial action – our patients ultimately paid the price with cancelled operations and procedures.

As regards the Wye Valley NHS Trust workforce, the national NHS staff survey gave us some encouraging feedback with above average scores for the Trust in each of the People Promise key themes.

This put the Trust in a good position when compared with the results from the other Trusts in our Foundation Group and is a clear demonstration of our ambition to become a Trust which cares for its staff members and is an employer of choice in the local jobs market.

One of the most obvious changes visitors will have noticed during the last 12 months has been the changing skyline of the hospital site.

Our new Elective Surgical Unit has opened. It provides state-of-the-art facilities for a mix of day case surgeries, including gynaecology, ENT, urology, general surgical, orthopaedic, dental, oral and cataract procedures.

And work began earlier this year on our new Energy Centre on the County Hospital site which will allow the Trust to take a significant step forward on its journey towards becoming a zero carbon organisation.

And away from the County Hospital site, boots are now on the ground and work has begun on the construction of the Wye Valley Diagnostic Centre on land at Holmer Road in Hereford. Of course, we don’t work in isolation and I’d like to put on record our deep and grateful thanks to our local partners who strive on a daily basis to provide high quality services for local people.

And finally I’d like to thank you all those who live in or near Herefordshire. Your choices of which medical services you choose to go to makes a huge difference and I want to thank you for making wise choices and not attending our Emergency department when your condition isn’t serious or life threatening.

Glen Burley, Chief Executive

Caring for our patients

The number of patients attending the Emergency Department (ED) increased during 2023/24 and a year on year increase since 2020/21.

This increase is recognised nationally as an indirect effect of the pandemic and ongoing pressure across Health systems Urgent and Emergency Care (UEC) pathways.

The volumes of 'elective' patients treated both as 'day case patients' and as 'inpatients' increased during

the year from 2023/24 by 3.6 per cent and 9.7 per cent respectively. Our recovery of our elective activity progressed well during the year through robust activity planning and reviews overseen by our Elective Productivity Programme Board.

At the end of March we had just 112 patients waiting more than 65 weeks - a huge achievement as we had thousands waiting more than 65 weeks during the course of the year.



A year in numbers

A&E attendances

71,771

Inpatient
admissions
Emergency

30,833

Acute new and follow-up
outpatient
attendances

250,966

Elective
admissions
3,144

Daycase
attendances
31,150

General and Acute
emergency
attendances
24,627

Community new and
follow-up outpatient
attendances

37,312

Total births

1,697

A bit about our patients...

Patients using our
services

112,000

Patients seen in
the community

34,000

Herefordshire
patients seen

95,000

Powys patients
seen

11,000

Figures are based on the number of individual patients, not number of appointments.

Caring for our patients

Referral to Treatment (RTT)/52 weeks

In England, under the NHS Constitution, patients “have the right to access certain services commissioned by NHS bodies within maximum waiting times, or for the NHS to take all reasonable steps to offer a range of suitable alternative providers if this is not possible”.

The NHS Constitution sets out that patients should wait no longer than 18 weeks from GP referral to treatment.

The table below shows our year end performance for 2023/24. For English patients there was a reduction in patients definitively treated starting in 18 weeks for 2022/23. The position for the Welsh

patients waiting under 26 weeks for start of treatment did improve to 68.3 per cent. For both English and Welsh patients the focus of the Trust was reducing the number of long waiting patient waiting over a year for treatment over the course of the year.

We managed to eradicate almost all patients waiting

for over a year and half elective treatment by the end of March 2024 and reduced the number of patients waiting a year to be first seen by a clinician for their elective condition to under 25 patients. Both a significant reduction since April 2023.

During 24/25 we aim to reduce the number of long waiting patients further

through both our improving productivity schemes as part of National, Regional and Foundation Group learning and sharing of best practice and the operational implementation of our Elective Surgical Hub in the Summer of 2024 at the Hereford County Hospital site.

RTT incomplete performance

	Mar-20	Mar-21	Mar-22	Mar-23	Mar-24
English (18 weeks)	77.8%	54.8%	63.6%	58.3%	55.4%
Welsh (26 weeks)	83.1%	65.9%	66.2%	67.3%	68.3%

Please note that English commissioned performance is 92 per cent of patients waiting under 18 weeks for treatment, Welsh commissioned performance is 95 per cent of patients waiting under 26 weeks for treatment.

Cancer care

The Trust's cancer performance standards remained challenged over the year with a 8.2 per cent increase in cancer referrals, almost 900 more patients across all our specialities. There was an improvement in our 28 day Faster Diagnosis Standard for 2023/24 driving by improvements in our Diagnostic access and reporting and pathway changes and improved process at speciality level with the central support of our Cancer Service Team. Quarter 4 2023/24 saw us achieve 77 per cent.

Key performance indicators	Key target	Actual 2019/20	Actual 2020/21	Actual 2021/22	Actual 2022/23	Actual 2023/24
Cancer two week waits	93%	94.6%	97.2%	92.9%	91.1%	85.8%
Two week waits (breast symptomatic)	93%	94.5%	98.5%	74.2%	79.5%	60.6%
Cancer 31 days	96%	93.0%	90.6%	84.8%	88.0%	81.6%
Cancer 31 days Subsequent treatments	98%	91.7%	90.4%	77.8%	69.0%	76.9%
Cancer 62 days	85%	78.0%	76.3%	71.5%	65.2%	59.9%
Cancer 62 days screening	90%	92.3%	66.7%	76.0%	66.7%	81.8%
Cancer 62 days upgrades (no national target set)	85%	88.4%	82.2%	74.1%	65.2%	69.3%

Note 1: April 2023 to February 2024 - reported internally but no longer nationally reported (from October 2023)

28 Day Faster Diagnosis	75%		70.1%	64.4%	58.8%	69.8%
Cancer 31 Days Combined (new standard from Oct 23)	96%					81.5%
Cancer 62 days Combined (new standard from Oct 23)	85%					61.8%



Caring for our patients

Patient experience

Our patient experience team provide a Trustwide service that reviews incoming comments and concerns as well as reaching out into the communities we serve to gain a better understanding of the whole patient experience. In addition, the team use intelligence from national patient experience surveys to support services to improve the services they provide for our patients.

Learning from patient and carer experiences

The Trust continues to utilise a range of ways to gather patient feedback to provide regular intelligence in relation to the services we provide. The Trust has continued to widen the rollout of the text messaging service to gather responses to the Friends and Family Test (FFT). The text messaging service and local surveys have contributed to a 13 per cent increase in responses from patients to provide a more detailed picture of their experiences. In addition patient stories provide a rich source of insight into individual's experiences as well as opportunities for learning.

Type	2022/23	2023/24	% change last year
Concerns	912	1024	12.28%
Compliments	2862	3353	17.16%
Comment and enquiry	973	957	-1.64%
Complaints	254	373	47%
Total all	4997	5707	14.2%

The Patient Engagement forum was keen to relaunch face to face meetings to maintain wider opportunities for accessibility through online meetings so a hybrid approach has been adopted. The Patient Experience committee, continues to work to improve patient experience, by providing oversight to key areas of improvement, based on themes identified from a range of data.

Stakeholder and Patient Engagement

We have continued to share stories about the patient, carer, family and staff experience at our Trust Board workshops. We have welcomed members of staff to join us at these meetings to share their stories in their own words and we have also met with patients to record their stories to share on their behalf.

Patient and staff stories start each of our Board workshops and provide the opportunity for people to share experiences directly with Executive and Non-Executive Directors. These are stories which highlight exemplary provision of care and good practice, alongside areas for improvement, challenge and learning. This process supports an open approach to patient feedback to gain insight into patient experiences.

Friends and Family Test (FFT)

The Friends and Family Test (FFT) is one of the mechanisms for the Trust to seek feedback from patients, their friends and family and act on it. In September 2022, the Trust introduced Friends and Family Test with the use of text messaging. Since its introduction, 52,442 responses have been received representing a 19 per cent response rate, this is in line with the national response rate. Using alternative data collection methods prior to this only generated a 6 per cent response rate. 90.82 per cent of patients rated their experience positively and patients offer constructive qualitative feedback in addition to the recommendation score. The information is accessible to users through a dashboard with patients also able to leave their comments. This enables managers to have live data for their areas on patient feedback. We will continue to roll this project out to all services during 2024/25.

Patient Advice and Liasion Service (PALS)

Patients, families or carer's contact PALS when receiving inpatient care, outpatient care or after care or treatment. They may also contact PALS in relation to delays or lack of communication about their future care and treatment. PALS provide an impartial and confidential service aiming to help resolve issues by addressing them as quickly as possible. PALS will liaise with services across the Trust and other agencies aiming to support the individual to navigate the complexities of the healthcare system and avoid them having to contact multiple agencies to seek the information or resolution they need. PALS also collate compliments about our services to share with colleagues. During the year, the team received 1,981 concerns, comments and enquiries were recorded.

Caring for our staff

Reaping the benefits of our Health Care Support Worker programme

The HCSW programme was launched in 2019 to support NHS trusts in increasing their HCSW recruitment, minimise vacancies, avoid reliance on temporary staff and to provide greater continuity of care for patients.

In addition, it supports more people to progress into nursing and midwifery roles in the future.

We continue to recruit, retain and support the clinical workforce with the clinical skills team supporting HCSW's introduction to the Care Certificate and facilitate "Essentials of Care" sessions as part of the trust induction.

This provides support to learners with the acquisition of skills and the delivery of holistic care and a total of 329 HCSWs have undertaken this programme in the last 12 months (226 substantive and 103 bank).

As a result of this programme we have been successful in reducing our HCSW vacancy gap from 31.47 Whole Time Equivalent (WTE) in 2023 to 15.56 WTE in March 2024.

As part of the HCSW programme the Trust continues to join forces with Hoople care and together we work in partnership to attract, recruit and retain HCSWs across the county forming 'Together Healthcare' this has proved to be a great success and we continue to maintain this local partnership working for the local community across Herefordshire.

Huge debt of gratitude to our faithful volunteers

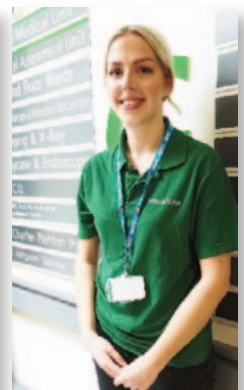
Volunteers are invaluable and make a huge difference to patients, their families and our staff; the Trust is fortunate to have approximately 100 volunteers who are highly valued, not least for the generosity with which they give their time, but for the dedication and commitment they bring to the Trust.

It is important to remember that volunteers are not there to do the work of a paid member of staff but to enhance the services already provided. They do not provide any hands on clinical care but many are directly involved with patients by providing support in other ways. Volunteers from 17 years and over are welcomed. Details of the recruitment process can be found on the website.

We have a volunteer-led Talk Community information Hub at Hereford County Hospital in partnership with Herefordshire Council. Talk Community are bringing Herefordshire together, by connecting people to services, groups, community Hubs, events, and information to help them stay well.

The Talk Community Hub is located in the main reception area at Hereford County Hospital and is open:

- Every Monday from 10am until 4pm (excluding Bank Holidays)
 - The first Tuesday of the month from 10am until 12.30pm
- The Hub is manned by volunteers who are on hand at the Hub providing wellbeing information and signposting people to services, groups, and events across the county.



Armed Forces awareness

The Trust has signed the Armed Forces Covenant, understands and abides by its commitment to treat current and former members of the armed forces and their family fairly and to not disadvantage them through employment or care.

We have been recognised by the Ministry of Defence for our support to the Armed Forces community. The Trust received accreditation from the Veterans Covenant Healthcare Alliance for sharing good practice in linking with local services for the Armed Forces Community and raising staff awareness of

the Armed Forces Covenant. We strive to be an exemplar of the best care for veterans and their families

- We encourage all staff and patients to let us know if they have ever served in the UK armed forces so that we can best support their needs
- We are committed to learning from our patients



and their families in order to improve quality of care.

- We actively ensure that our staff are aware of our positive policies towards defence people issues.



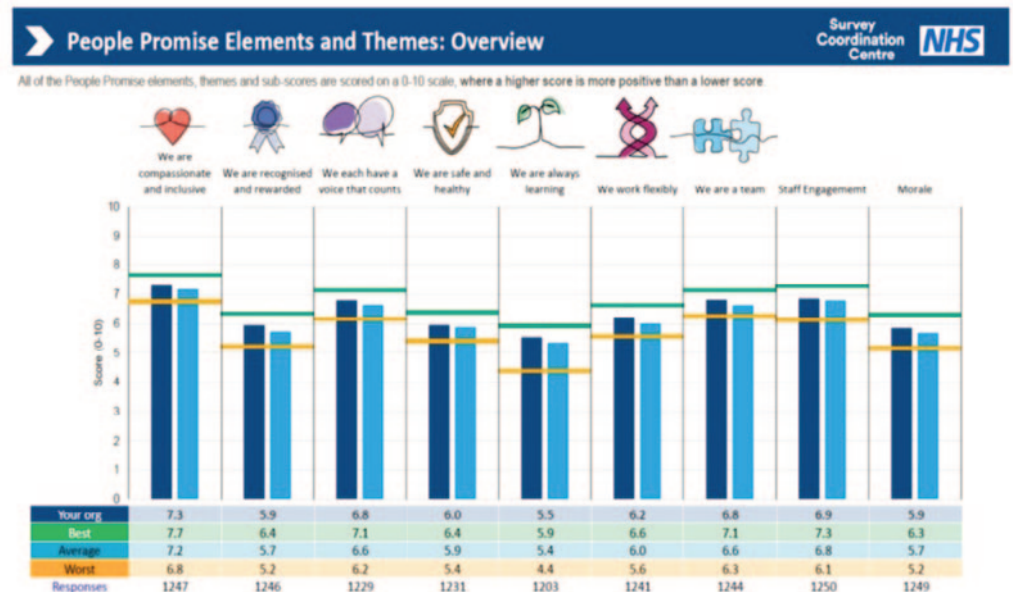


Caring for our staff

Staff survey shows progress in key areas despite challenges

The NHS national staff survey results for 2023 highlight a broadly positive picture, with progress made across several key themes despite the ongoing operational challenges brought about by industrial action and winter-related pressures across the NHS.

This year's results illustrate an improvement in five of the eight key indicators surveyed, including four People Promise indicators covering recognition and reward, learning, working flexibly and team working. The two other People Promise indicators surveyed, for compassionate and inclusive leadership and whether staff have a voice that counts, remained stable.



Positive progress

There has been positive progress in improved morale, driven by a reduction in staff saying they were thinking of leaving the NHS, while the measure of staff engagement remained stable. Key measures of staff experience also improved, with an increase in staff willing to recommend the NHS as a place to work. Similarly, the percentage of staff that would recommend their organisation as a place

to get care increased, although this figure is still lower than in 2019.

Equality and diversity

The Trust's equality and diversity scores were broadly stable, with a small improvement on the measure of inclusion. There remained a significant equality gap in the experience of women, Black Minority Ethnic, disabled and LGBT+ staff. For the

2023 Survey, a new question was introduced on sexual harassment in NHS workplaces and this highlighted some concerns and the need for ongoing action on this issue in NHS workplaces.

Learning and Development

Overall, the largest increase in the 2023 survey was the measure for learning and development which saw

particular improvement on experience of appraisals. There was also improvement on the team working measure NHS wide. Recognition and reward saw improvements in staff satisfaction on pay and on feeling recognised and valued. This was backed by a small decrease in staff thinking of leaving the NHS and scores on staff freedom to speak up remained broadly stable.

International Nurse programme

The Practice Education team has successfully recruited a further two practice facilitators to support the international nurse programme. This will enable greater support both within the classroom and out in clinical practice. We have welcomed 110 nurses from overseas through the International nurse programme for the Trust. In addition support has been given to eight international nurses who were already working within the Trust in HCSW roles to pass their OSCE and gain NMC registration. Demonstrating a continued commitment to support and develop existing staff.

A further business case has been approved for an additional 120 nurses to arrive in 2024/25. We have received recognition within the most recent Care Quality Commission inspection for the outstanding support delivered to our international nurses which we are extremely proud of. The OSCE programme has been successfully delivered with a reduction from 12 weeks to eight weeks for first time passes. The nurses are able to learn well in a structured environment and demonstrate their knowledge and understanding into clinical practice.

Caring for our staff

Workforce and Organisational Development Strategy

We are proud that the Education Directorate has been in place since April 2021. This year we will continue to promote truly multi-professional education supported by one integrated team.

Our aim is to make education accessible to all staff, from our most junior students to our most experienced leaders. We support a wide range of programmes for formal academic training as well as career development opportunities including management and leadership programmes. We have a shared governance system, a shared meeting structure and a shared financial management system across medical and non-medical learners covering both undergraduate and postgraduate opportunities. We work collaboratively with key partners and stakeholders regionally to

ensure Trust employees have access to a range of providers and a diverse portfolio of courses. The Education Directorate works in collaboration with the, Higher Education Institutions, NHS England (NHSE), Herefordshire and Worcestershire ICS and our Foundation Group partners. We focus our work in accordance with local and national drivers, leading and being involved in key projects and initiatives, supporting new ways of working and the development of new roles. The Directorate's goal (by 2026) is to create a new Education Centre, on the Hereford County Hospital site, combining state of the



art simulation, clinical skills rooms, a modern library and information hub and a large bespoke lecture theatre. The development will expand and enhance the education we deliver at Hereford County Hospital, making the Trust a destination for students and staff for high-quality education, a lasting positive

experience and to support the recruitment and retention of our staff. Our intention is also to make this facility available to the local community in order to encourage and foster mutually beneficial links with a wide range of community groups, including patients, and the public.

Special Care Baby Unit awarded Baby Friendly accreditation



Our Special Care Baby Unit (SCBU) has been awarded the prestigious Neonatal Baby Friendly Accreditation by UNICEF (United Nations Children's Fund).

This award recognises the feeding support mothers and families receive from neonatal staff at Hereford County Hospital's SCBU to help babies get the best possible start in life.

Elaine Evans, Special Care Baby Unit manager at Wye Valley NHS Trust, said: "We are delighted to receive stage one UNICEF Baby Friendly accreditation, which is a great achievement for our neonatal unit."

Congratulations to our Apprentices

The Hereford and Worcester Group Training held their 2023 annual event celebrating the achievements of apprentices and employers.

This event was an opportunity to reflect on the knowledge gained and the hard work, diligence, enthusiasm and skills shown by the apprentices.

Apprenticeships provide routes into a variety of careers in the NHS and are an excellent opportunity to earn, gain work experience and achieve nationally recognised qualifications at the same time. At the event five apprentices from Wye Valley NHS Trust were recognised for their achievements.

NHS Pastoral Care Quality Award – International nurses and midwives

The Trust has been awarded the NHS Pastoral Care Quality Award for ongoing commitment to providing best practice pastoral support to internationally educated nurses and midwives.

The award recognises the incredible work being carried out to ensure these colleagues receive enhanced and tailored pastoral care as they start their NHS journey and onwards in their career.

Working with our partners

Herefordshire and Worcestershire Integrated Care System (ICS)

Integrated care is about giving people the support they need, joined up across local councils, the NHS and other partners.

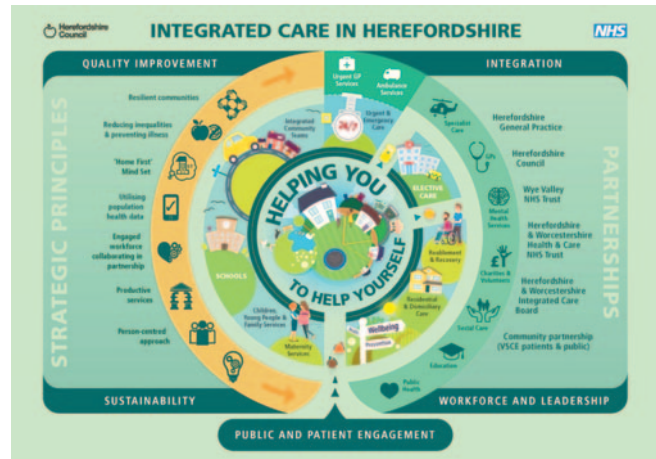
It removes traditional divisions between hospitals and family doctors, between physical and mental health, and between NHS and council services.

In the past, these divisions have meant that too many people experienced disjointed care.

Our system at a glance

- 8 Local authorities
- 79 GP practices
- 96 Dentists
- 4 NHS Trusts (including WMAS)
- 15 Primary Care networks
- 123 Community pharmacies
- 64 Optometrists
- 2 counties (Places), each with a Healthwatch
- More than £1.5bn public spend
- 800,000 people served
- Nearly 20,000 staff in statutory sector bodies
- Thousands of Voluntary, community and social enterprises

This place level of working offers the right scale and scope for tackling population health challenges – from health inequalities to the wider determinants of health – and for maximising opportunities across all public services through integration, service changes and aligned resources. Close working arrangements across all partners who have a role in improving population health and well-being are crucial to delivering this.



The system has agreed a vision and set of objectives and ambitions that it asks all partners to take account of when developing their own organisational and place

plans.

Our three core priorities are: Integrated Primary and Community Care, urgent care redesign and elective care recovery.



One Herefordshire Partnership

Our Integrated Care Strategy starts with building on the strengths of individuals and their communities to improve their health – ‘helping you to help yourself’. System leaders are now focused on coordinating actions at the local level, using the One Herefordshire Partnership (1HP) to establish place-based approaches that incorporate the crucial role of the developing PCNs. The 1HP is the primary interface with the Herefordshire and Worcestershire ICS, with a primary purpose of strategic planning, approval and engagement, and is chaired by one of the four core members drawn from Herefordshire General Practice, Wye Valley NHS Trust, Herefordshire Council or Herefordshire and Worcestershire Health and Care Trust.

This place level of working offers the right scale and scope for tackling population health challenges – from health inequalities to the wider determinants of health – and for maximising opportunities across all public services through integration, service changes and aligned resources. Close working arrangements across all partners who have a role in improving population health and well-being are crucial to delivering this. We aim to ensure that the experience of patients, service users, their families and carers is the foundation of how we develop and deliver our services. Our approach focuses on service delivery, partnership working and embedding coproduction into day-to-day practice.

Key developments and achievements from 2023/24

- **Unscheduled care:** expanding GP support for Urgent Community Response, now delivering face to face GP appointments and support for multi-disciplinary working and developing understanding with neighbourhood level home visiting
- **Joint working in neighbourhoods:** including joint GPN and DN forums, shared wound care clinics, joint phlebotomy clinic approach, extended overnight nursing collaboration
- **Prevention and well-being:** established the new Talk Wellbeing outreach service and hub site in Hereford - Reach of Talk Wellbeing across all PCNs with current uptake at 539 health checks and eleven patients registered at practices
- **Integrated urgent care:** implemented a single point of access
- **Health and Wellbeing Strategy priorities** – delivery plans and outcomes dashboard in place for both priorities
- **Planned care:** developed long term conditions strategies for three conditions and agreed a shared waiting list management approach for Spirometry, Phlebotomy and Gynaecology
- **Community Paradigm:** agreed and delivering a new approach to delivering prevention and commissioning voluntary and community sector services

Looking after our money

Statutory basis

The Trust has fulfilled its responsibilities under the National Health Services Act 2006 for the preparation of the financial statements in accordance with the Manual for Accounts and the International Financial Reporting Standards which give a true and fair view in accordance therewith.

Financial breakeven

In 2023/24, the Trust delivered an unadjusted surplus on the face of the statement of comprehensive income (SOI) of £1,796k. Once technical adjustments are made to remove the impact of tangible asset revaluations, capital grants, donated depreciation and the IFRS 16 PFI re-measurement are accounted for this equates to an adjusted deficit of £13,388k.

Trust breakeven duty

The Trust break-even duty is calculated based on the retained Surplus/(Deficit) for the year adjusted for asset impairments and revaluations and the impact of donated assets and capital grants received. The impact of re-measuring the Trust's PFI liability under IFRS 16 is also adjusted, along with a small impact relating to centrally held and issued inventory linked to COVID-19.

In 2023/24 the Trust reported an adjusted deficit of £13,388k which was in line with the forecast position agreed with NHSE.

Cost productivity improvement programme (CPIPs)

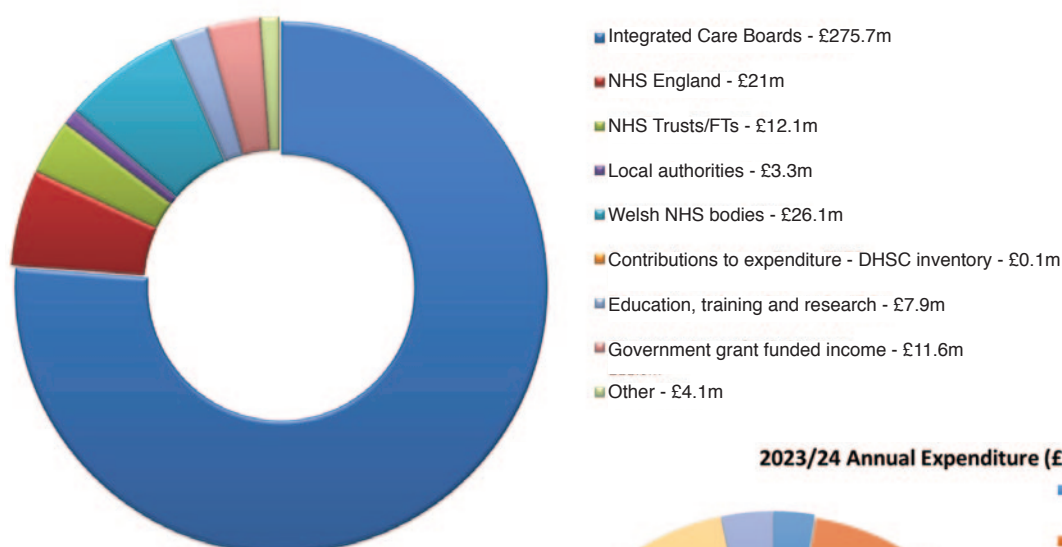
The Trust delivered £10.4m of savings from a broad range of best value for money, pay and non-pay saving initiatives. This was against a plan of £15.8m. £5.2m of the savings were delivered recurrently with a resulting benefit in future years.

Resources – Income and Expenditure

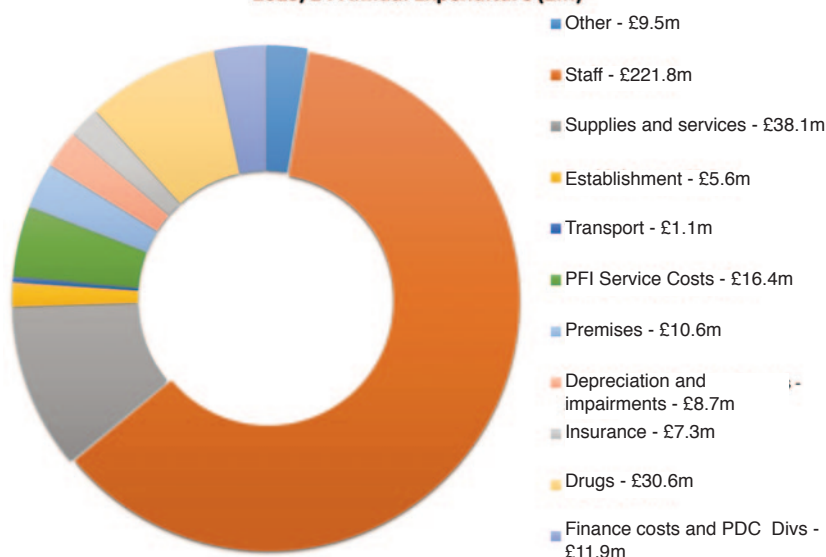
The Trust generated income of £362m during 2023/24. The first pie chart, overleaf, identifies income received from different sources for health related activity. The largest share of income is derived from Integrated Care Boards (ICBs). The primary source of income was from NHS Herefordshire and Worcestershire ICB. The second pie chart identifies annual expenditure incurred in the year. Salaries and wages paid to permanent and temporary staff, including those employed through agencies, totalled £222m.

Total expenditure on goods and services amounted to £128m and finance costs plus PDC dividends totalled £11.9m.

2023/24 Income Sources (£m)



2023/24 Annual Expenditure (£m)



Investing in our future

New daycase unit promises shorter waiting lists for patients

Our new £21 million Daycase Surgical Unit has changed the skyline at Hereford County Hospital and means shorter waiting times for patients.

The unit, on the County Hospital site, will be used to treat patients with a variety of procedures, including a mix of day case surgeries, including gynaecology, urology, general surgical, orthopaedic and cataract procedures.

Providing this type of surgery in a dedicated environment is boosting productivity, improving patient outcomes and reducing waiting times, as well as reducing pressures on staff by moving elective surgeries that used to take

place in the main hospital, to the new site.

Capacity in the new Daycase Surgical Unit will be ring-fenced for planned operations, reducing the risk of short-notice cancellations. The introduction of state-of-the-art equipment in a purpose-built, dementia-friendly, environment, will vastly improve our patients' experiences and will provide a fit-for-purpose and therapeutic environment to deliver modern healthcare – better for our patients and our staff members.



New diagnostic centre underway

A new diagnostic centre with high-tech X-ray and scanning facilities is becoming a reality now that boots are on the ground and work has begun in earnest on the new facility, which will be managed by Wye Valley NHS Trust.

The new building is part of a national strategy to roll-out Community Diagnostic Centres (CDCs) across England in order to boost the NHS's diagnostic capacity.

As part of the national scheme, Wye Valley Trust was successful in its business case to NHS England which approved the new £18 million centre for Hereford.

The Wye Valley Diagnostic Centre will bring the latest, state-of-the-art MRI, CT, X-ray and Ultrasound equipment to be located on Hereford's Holmer Road, which will allow Wye Valley NHS Trust staff to diagnose cancer and other health conditions earlier and with greater accuracy.

The centre will also provide cardiac and respiratory physiological testing as well as additional capacity for community phlebotomy.



Maternity triage gets a makeover

Mums-to-be are now benefiting from an expansion and refurbishment of the maternity triage unit at Hereford County Hospital.



The old maternity triage unit has had its walls knocked down to create a much larger, and fit-for-purpose, larger triage area.

The unit features a new entrance area, waiting area, reception, modern adjustable lighting, additional assessment beds, and new equipment.

The unit also benefits from a separate entrance on the second floor, which means that women no longer need to enter the maternity ward to access the triage service.

The maternity triage unit provides assessment and care, 24 hours a day, 7 days a week, for women who have concerns regarding their pregnancy (from 18 weeks onwards) or their baby (up until they are 28 days old).

Our focus for 2024/25

Our objectives 2024/25



QUALITY

- **Develop a business case and implement our blueprint** for integrated urgent and emergency care with our One Herefordshire partners
- Work with partners to **ensure that patients can move to their chosen destination rapidly**, reducing discharge delays
- Work with partners to **deliver the improvement plan for Children's services**



WORKFORCE

- **Deliver plans for 'grow our own' career pathways** that provide attractive roles for applicants
- **Increasing the number and quality of green spaces for staff and improve the catering offer** at the County Hospital in order to improve the working environment for staff
- **Embed EDI objectives in our performance appraisals** in order to make a demonstrable improvement in EDI indicators for patients and staff



PRODUCTIVITY

- **Deliver our Elective Surgical Hub project** and associated productivity improvements in order to increase elective activity and reduce waiting times
- **Continue our Community Diagnostic Centre project, ready for Summer 2025** in order to improve access to diagnostics for our population
- **Create system productivity indicators** to understand the value of public sector spending in health and care



DIGITAL

- **Implement an electronic record into our Emergency Department** that integrates with other systems
- **Deliver the final elements of our paperless patient record plans** in order to improve efficiency and reduce duplication
- **Maximise the functionality of EMIS** with 1H partners and the shared care record



SUSTAINABILITY

- Work with Group partners to **identify fragile services and develop plans to make them more sustainable** utilising the scale of the group and existing networks
- **Redesign selected services to focus more on prevention** in order to reduce secondary care activity
- **Build our integrated energy solution** on the County Hospital site to reduce carbon emissions



RESEARCH

- **Increase both the number of staff that are research active and opportunities for patients to participate in research** through our academic programme in order to be known as a Research active Trust
- **Continue to progress our plans for an Education Centre** in order to develop our workforce and attract and retain staff

@WyeValleyNHS

@WVTNHS

www.wyevalley.nhs.uk



Our mission:

To provide a quality of care we would want for ourselves, our families and friends

