

Strategic Objectives 2026/27

The table below summarises our strategic objectives for 2026/27

Our vision:

Together with partners we will deliver outstanding compassionate care to the communities we serve.

Our values and behaviours:

- We put patients and people first
- We go see
- We work together to get results
- We do the 'must dos'
- We care for ourselves and each other in the same way we care for our patients through 'one culture of care'

Our goals and results:

Transforming services and population health outcomes

We will open the new Multi-storey Car Park at CRH and commence construction of the new clinical building.

We will deliver a 12-month programme in line with the Digital Data and Technology Strategy (2025-30) This will include use of Intelligent Automation.

We will implement the Health Equity strategy to embed the inequalities flag into clinical systems and practice, target interventions in maternity, and deliver a learning programme.

We will continue to expand our research portfolio through collaboration with partners and the Commercial Research Delivery Centre.

Keeping the base safe – best quality and safety of care

We will embed PSIRF, implement recommendations from the National Maternity and Neonatal Review, achieve compliance with the Maternity Incentive Scheme, and maintain a CQC Good rating.

We will meet key constitutional standards for urgent and emergency care, planned care, and cancer and within the resources available work towards a NHS Oversight Framework rating of 2.

We will implement actions from our CQC Well Led assessment.

We will work with partners to develop the structures and governance for Integrated Neighbourhoods and Provider Collaboratives.

We will involve patients and families in decisions about their care, build and nurture partnerships with people and communities, use feedback for improvement and learning.

Inclusive workforce and local employment

We will improve colleague engagement by fostering a culture of recognition, voice, and meaningful development.

We will equip leaders and managers with the skills and tools to lead confidently and consistently via One Culture of Care. This will reduce absence through proactive wellbeing, compassionate management, and smarter use of digital technology.

We will strengthen inclusive employment pathways and enhance local employability through targeted development and recruitment.

We will simplify and standardise people management systems, policies, and procedures to reduce bureaucracy and transactional activity required.

Financial, economic and environmental sustainability

We will deliver the NHSE approved financial plan and agree a medium-term financial plan that supports CHFT journey to financial balance through service reconfiguration.

We will benchmark favourably against national productivity metrics.

We will deliver the objectives in our 2025-28 Green Plan to enable: an 80% reduction of direct and indirect carbon emissions by 2032 and 2039, respectively.

We will work with partners to report on delivery of the social value plan for the new clinical build construction at CRH.