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# Our five-year strategy **2015-19**

# Introduction

## Foreword from Alan Tobias OBE, chairman and Sue Hardy, chief executive

Our strategy: Delivering healthcare for tomorrow, is our plan for how we want to shape our clinical services in the future. The goals set out within it reflect the ambitions of our staff to provide high quality care, for every patient, every time.

Quality and safety is the thread that runs throughout our strategic goals placing the needs of our patients at the very heart of our organisation to ensure that we can continue to provide the best possible care and outcomes for them.

There have been many changes in the NHS in recent years, and the recommendations following the reviews by Francis, Berwick and Keogh, as well as the newly launched overall NHS five year plan demonstrate what needs to be done to make sure as a whole it provides the best possible care for patients now and in the future.

Southend University Hospital is facing many of the same challenges as trusts up and down the country, and we recognise we have to make changes to the way we work

We know that the best care and clinical outcomes are achieved in an environment which inspires and promotes research and innovation.

This in turn offers us new ways of working to help meet the financial challenges ahead and we know to fully reach our potential we will need to work even more closely with our partners across health and social care to provide fully integrated and responsive services, whether they are delivered in hospital or in the community.

We must adapt to take advantage of new opportunities and to meet the new challenges that face us. Our clinicians and staff are some of the best in the NHS and we need to ensure they are supported to flourish and provide the care they want to.

Our ambitions are clear. We want to improve what we do whilst ensuring we spend money wisely. We want to ensure the safety and quality of care at all times, and we want to work in a much more integrated way with our partners who provide health and social care services in our community.

This plan is just the beginning. We will continue to work with our staff, stakeholders and patients to ensure our priorities reflect the needs of our population.

We are proud to introduce this strategy, as it clearly sets out our plan for the positive changes that we need to make over the next five years to deliver modern, effective care to our local population and those that choose us for their treatments.

*Alan Tobias, OBE, chairman*

*Sue Hardy, chief executive*

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# The context

**The NHS faces many financial and operational challenges and these inevitably influence our strategy, but patients remain at the core of all the decisions we make.**

As well as maintaining and improving care, we need to make sure the trust provides the best and most appropriate services we can, while ensuring that we properly manage our finances.

We have seen demand on Southend University Hospital's services increase over the past two to three years, including increasing pressure on our emergency department year-round and acute demands over the winter period.

Our financial situation sees us with a planned deficit this year with the cost of agency staff a major contribution.

Although we now have this spending well under control, recruiting nurses and doctors is still a challenge, both locally and nationally.

There have been significant changes to the structure of local and regional management and commissioning in the NHS, particularly with the introduction of clinical commissioning groups.

New technologies are also presenting opportunities for us to change the way that we work by using telemedicine and electronic patient records.

All of these prove now is the right time for Southend University Hospital to produce a new five-year strategy, taking into consideration all of the factors opposite, so that we can ensure the sustainability of our services and continue to provide high-quality care to every patient we treat.



**Executive Team** (April 2015)

## **Economy:**

The NHS as a whole is being expected to deliver cost reductions at the same time as providing more services for patients.

We can't assume that there will be increased funding over the next five years, so we have formed the strategy on the assumption that we will be providing more service for less money.

## **Professional:**

Healthcare professionals are key to delivering our goals. We need to make sure we listen to professional bodies to encompass their ideas for service improvement and to identify areas where we might encounter difficulties.

## **Technology:**

New technologies can deliver great benefit but it can also be expensive. We will aim to use technologies to deliver our goals where it is clear that they will help us to achieve real service improvements.

## **Culture:**

We recognise that if our strategy is going to be successful it must fit both our internal and external cultures. We also recognise we have to work together to change aspects of our internal culture to successfully meet our goals.

## **Medical equipment:**

Some major items of equipment, such as magnetic resonance imaging (MRI) scanners need replacing, so we have taken this into account in our strategy.

## **Equality and diversity:**

We always endeavour to recruit staff who are able to meet the diverse needs of our patients, and this must continue. We also need to make sure that we have the right mix of skills in our workforce to deliver the high quality care the strategy outlines.

# Our vision for the future

To be a leading provider of seamless healthcare that will support every person who needs our services, whether in or out of hospital to achieve their best health possible.

*High quality care for every patient, every time.*





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# Our ambitions

We know and our clinicians and patients agree that greater integrated working with our partners is the best way of achieving our vision.

These ambitions set out how we want to work together to really make our vision a reality for every patient.

## **Work with our partners to do all we can for our local population**

We are committed to ensuring the best outcomes for patients and sometimes this means adapting to extend our services where we do them very well and reducing them where others could do them better.

## **Treat people as a whole, rather than a condition**

Instead of focusing on treating patients for one condition at a time, we want to demonstrate that we see our patients as people and look at their health as a whole. So we will extend the range of our patient services to offer appropriate interventions both before and after acute episodes in hospital.

## **Provide better access for patients and where possible reduce their need to come to hospital**

This is part of moving to a more modern model of care and reducing the number of visits a patient needs to make to hospital to get better.

We can achieve this through ensuring we have staff with the right skills and the right tools in the right surroundings. We need to examine the services that we provide and how and where we provide them.

## **Deliver seamless care throughout the treatment journey**

We will look at the latest research and use examples of best practice at other hospitals that have led to the best treatment and care for patients.

## **Make the best use of technology to improve outcomes and reduce delay**

We need to look at areas where we can minimise waste, duplication, inefficiency, patient inconvenience and delay, and change our processes to improve them using technology to assist us.

## **Make sure our buildings are fit for purpose by modernising existing facilities and developing new ones**

This means that we will look to modernise the buildings where we can, and seek to develop separate buildings to house planned operations and facilities for care outside the hospital.

## **Ensure our staff are efficient, well trained and supported to care**

We want to be the employer of choice. We will value and respect our staff and nurture their skills and talents. We also have a responsibility to see if we could share some services with other organisations to reduce costs.

## **Promote research and innovation to promote the best care for patients and attract the best people to work here**

Many of our staff have demonstrated their ability to come up with great ideas that benefit patients, and we want to go a step further by making innovations conceived and developed at Southend available to patients and professionals across the NHS.



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# Our strategic goals

Excellent patient outcomes

Excellent patient experience

Engaged and valued staff

Financial and operational sustainability

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## Our priorities

### Excellent patient outcomes

- Drive quality improvement for patients to become one of the safest healthcare organisations in the UK
- Improve outcomes based on evidence and deliver care in the right place, first time, every time
- Reduce harm and focus on avoidable deaths
- Be an outstanding research and education centre
- Investment in ward and department nurse staffing – matching the highest standards in the UK by 2017
- Become 24-hours a day, seven days a week acute hospital service, having senior medical cover and diagnostics available in all our in-patient facilities
- Match and exceed our commissioners' published expectations and our regulator's care quality standards
- Increase the number of patients having access to trials and experimental research studies
- Grow and train our own world-leading medical talent by enhancing the undergraduate and postgraduate educational experience

### Excellent patient experience

- Focus on the patient and their experience ensuring a 'no decision about me, without me' approach at all times
- Involve patients in their treatment and use their feedback on services they receive
- Ensure the basics like cleaning, privacy, dignity, the hospital environment and patient information are of the highest possible standard
- Improve the way we handle our patients' complaints and concerns
- Continue to engage with patients and local people to support us to shape services around their needs
- Ensure the six Cs, part of the NHS nursing vision, form the foundation of our nursing care:
  - Commitment
  - Care
  - Compassion
  - Competence
  - Communication
  - Courage



## Engaged and valued staff

- Develop a highly engaged, high-performing workforce to enable them to focus on a positive patient centred culture - delivering high quality care
- Develop our values and ensure they are translated into action and embedded in everything we do
- Everyone will receive an appraisal and receive feedback and support on their work, performance and development
- Continue to improve internal communication with staff ensuring we share information in a timely way and offer clear opportunities to feedback
- Ensure directors and senior leaders are visible and accessible to staff, helping to build a culture of openness
- Use innovative recruitment methods to ensure we attract and recruit staff who share our values and reflect the diverse community we serve
- Look at our support services and see if we could share services with other organisations to boost efficiency.

## Financial and operational sustainability

- Improve financial margins to support the delivery of high quality care
- Ensure that our buildings, IT and infrastructure support the changing vision for how we deliver healthcare
- Seek out mutual business development growth opportunities
- Improve care and services through integration and collaboration with our partners
- Ensure the trust is a leading provider of specialist services
- Improve patient pathways through innovation

## Financial

- Deliver a transformation programme which focuses on a return to profitability within two years
- Develop a modernisation programme which encompasses service level growth, growing levels of collaboration and where appropriate integration with other healthcare providers
- Invest in IT to support better ways of working. For example, introducing a electronic patient records
- Improve our productivity and control costs more effectively

## Operational

- Redesign our clinical service model so that patients are managed in a holistic way
- Develop services where we excel and work with others where their excellence prevails
- Separate elective and non-elective patient flows as a key to delivering new models of care
- Reduce length of stay and improve theatre utilisation
- Develop and promote ambulatory care in both medicine and surgery

## Estate

- Redevelopment of hospital site to accommodate emergency care and other service developments
- Explore the feasibility of building a separate elective care centre
- Work in collaboration with our CCGs to determine what is best for our local health economy to ensure our patients have access to an urgent out-of-hours primary care service which meets their needs



## Have your say

**We want to continue to listen and hear the views of our staff, patients, and community on our strategy. Your feedback is important to ensure we have taken in consideration the needs and expectations of as many of our partner organisations and our local population as possible.**

This is just the start of many conversations we will have as we plan the greater detail of what we need to do to modernise and face the challenges ahead.

We would like your opinion on any aspect contained within this document, but in particular we would like to hear your views on:

- Have we got the vision right for our hospital and its patients?
- In your experience what challenges do we need to overcome to realise this vision?
- Are our ambitions the right ones to help us achieve our vision?
- Have we identified the right priorities to get us started?

**You can respond to us by:**

Email: [strategy@southend.nhs.uk](mailto:strategy@southend.nhs.uk)

Letter: Sue Hardy, Chief executive, Southend University Hospital, Prittlewell Chase, Westcliff on Sea, Essex SS0 0RY