

Welcome

We are pleased to present in the following pages a summary of our operational plan for 2016/17.

The NHS as a whole faces many financial and operational challenges but we are committed to ensuring patients are at the core of all the decisions we make.

This operational plan builds on the aspirations we set out last year when the trust published its new five-year strategy, following extensive consultation with our staff, local community and key health and social care partners.

Then, as now 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 our care at all times, and we want to work in a much more integrated way with our partners.

We hope you enjoy reading this summary of our plans but should you want more detail please contact our communications team via the details at the back of this booklet.



Sue Hardy
Chief Executive



Alan Tobias OBE
Chairman



Introduction

Southend University Hospital NHS Foundation Trust has the ambition 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.

Put simply our vision is to provide: **High quality care for every patient, every time.**

Southend University Hospital NHS Foundation Trust delivers acute services to a community of 380,000 people across Southend, Castle Point and Rochford as well as specialist services to the wider population of south Essex.

In our five year strategy we stated our aim to adopt a more holistic approach

to delivering healthcare based around individual patients' needs whether that be in primary care, hospital care or continuing care.

With the subsequent announcement of the South and Mid Essex Success Regime, that ambition has now expanded to help meet the needs of the 1.2million population of the area.

All health and social care services in mid and south Essex are involved in the programme, including some 183 GP practices, community services, mental health and social care.

The Success Regime recognises that we need to work together to keep up with increasing demands and increase the pace of change of modern health and care so

that we can do more for people now and in the future.

Change will be led by clinicians, with the involvement of service users, staff and local people and discussions have now started and will continue over the summer about plans going forward.

The Success Regime is still in its early stages, so our operational plan for this year therefore reflects Southend University Hospital NHS Foundation Trust's own challenges and opportunities for 2016/17.

To meet this vision we have identified four strategic objectives:



Quality

The Trust was recently inspected by the Care Quality Commission (CQC) and has received the formal report.

The feedback indicated that the CQC were impressed by the commitment of our staff to providing compassionate care to our patients.

In order to make sure we continually improve the quality and safety of our

services our quality strategy has set out three priorities:

- Improving the patient experience
- Improving clinical outcomes and avoiding harm
- Leadership for quality

We have also decided to measure our improvement within the five quality domains set by the CQC.

These are:

Safe

People are protected from harm through avoidable deterioration, avoidable pressure ulcers, falls and medication errors

Effective

The care and treatment we provide achieves good outcomes, promotes

quality of life and is based on the best available practice and evidence.

Caring

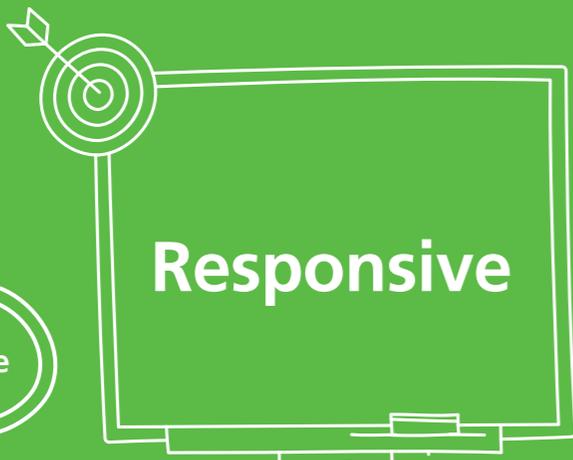
People are treated with dignity, respect kindness and compassion. They are encouraged to be involved in their care and have a say in how we deliver our services.

Responsive

Services are organised and provided to ensure they meet people's needs and recognise the demands on the healthcare system as a whole.

Well Led

Having effective leadership which supports learning and innovation, which promotes a fair and open culture is essential to deliver lasting quality and service improvement.



Our people

We want Southend University Hospital NHS Foundation Trust to be recognised as a great place to work as we know that happy staff leads to happy patients.

We employ more than 4,500 staff and over 500 volunteers, many of whom last year were involved in setting the organisation's values – the shared commitment we have to our patients and each other.

Our values are:

Care with compassion

We will deliver care with compassion which is responsive to patient's needs:

- ✓ Treating people as individuals
- ✓ Listening effectively and with empathy
- ✓ Striving to achieve the highest possible quality standards
- ✓ Going the extra mile

Working together

We will work in partnership with our patients, colleagues and stakeholders:

- ✓ Acting in the best interest of patients
- ✓ Actively seeking feedback to shape and inform patient and carer experience
- ✓ Respecting and supporting each other
- ✓ Working safely and effectively as a team

Professional and accountable

We will do the right things for the right reasons:

- ✓ Remaining calm and confident
- ✓ Leading by example
- ✓ Being open and honest and prepared to be challenged
- ✓ Hold ourselves and others to account

Our workforce plans this year are underpinned by embedding those values throughout the organisation. This will be achieved through many areas of activity including recruitment, induction, appraisals, performance management and our reward and recognition schemes.

We have also put a priority on recruiting more staff, in particular nursing staff, as we know having permanent staff in key roles will help us to achieve our quality

and safety ambitions. Reducing the amount we spend on agency staff is also important to help us save money.

Our workforce strategy also sets out our commitment to retaining the staff we have by ensuring they have the personal development plans they want and need to deliver outstanding care.

Finance and performance

The past year has been a challenging one for the Trust both in terms of more demand for our services, but also increased costs.

Our aim 2016/17 is to deliver a deficit of no more than £16.2 million and includes delivering a cost improvement plan of £17.4 million.

This will be achieved through transformation plans developed by our

clinicians and our clinical directorates which ensure the safety of our patients is paramount.

We will also play our part in helping to reduce the NHS deficit in mid and south Essex. The Success Regime aims to get the system back into balance by 2018/19 and deliver the best joined up and personalised care for patients across the region.

We were pleased the Lord Carter review in NHS efficiency rated the trust favourably. The review identified a further £8.1million worth of savings the trust could make over the next three years, much of which will be achieved as part of the Success Regime programme.

In terms of performance, high demand has impacted on our ability to consistently meet key targets including being seen and treated, admitted or discharged within four hours from A&E.

Our priority over the next year continues to be realising the full benefits of the new medical model we introduced in 2015 to improve the flow of emergency patients through the hospital, alongside our dedicated older peoples' acute service.

We will also build on our successful ambulatory care services in both medicine and surgery which help to avoid unnecessary admission to hospital, instead enabling patients to return the following day for an appointment.



Partnership

As a Foundation Trust, Southend University Hospital NHS Foundation Trust has a membership of more than 14,000 people who have expressed an interest in the hospital, from both our local communities in Southend and Castle Point and Rochford as well further afield into Essex.

We have 24 public governors who are elected by the membership and eight appointed governors who represent

partner organisations such as the local councils, universities and charities.

As lay representatives the governors have a role by law to hold the trust's non-executive directors to account for the performance of the whole board.

They also have a statutory duty to engage and consult with the trust membership as well as the wider public.

Each year the governing body develops and monitors an engagement strategy to ensure they are meeting this requirement of their role.

Activities include producing a newsletter called The FuTure for members, attending community events, holding health surgeries and listening events in particular services to gather views and feedback.



This summary was produced by the communications department

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