

# St George's Healthcare NHS Trust: the next decade

## Trust Strategy 2012 – 2022



Approved November 2012

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## ◆ What is a trust strategy?

Our strategy has been developed to meet the needs of the populations we serve and sets out the direction of travel for St George's Healthcare NHS Trust for the next 10 years. This strategy sets out a compelling vision for the future to deliver healthcare of exceptional quality, underpinned by leading edge research and teaching with a workforce taking pride in achieving this. This strategy also outlines our plans for what we need to do to ensure that this vision is realised for the benefit of those we provide services for (subsequently referred to as patients and service users).

## ◆ Why update it now?

We are proud to have delivered the key components of the strategy we set in 2005. We have been held back by our historic debt, but now that this is paid back, and in the context of changes in how services are commissioned, we have the opportunity to set a compelling vision for the future. We are re-entering the pipeline to become a Foundation Trust and it is important that we have a clear, up to date vision and a robust strategy for delivering this.

## ◆ How has the trust strategy been developed?

This strategy has been developed following extensive analysis of ourselves and our environment, taking into account what is likely to change from an external perspective and a view of our own strengths and areas for development.

We have also undertaken wide engagement with our staff, patients, the public, commissioners and referring GPs. We have

put this feedback together with our analysis to produce the final proposals in this strategy. These final proposals have benefited significantly from this feedback and outline a vision and set of associated actions that many will be able to identify with as they have played a key part in their development.

## ◆ How will the trust strategy be implemented?

This strategy sets out what we want to achieve at a high level over the next 10 years. It gives an overview of what we need to take action on over the coming years. This strategy will be supported by a revised set of enabling strategies including: clinical services; quality improvement; research; education and workforce, which will each add more detail.

We will use this strategy, along with the supporting strategies, to frame our annual plans. These annual plans will incrementally move us towards the delivery of our vision and will be the method by which we are able to determine organisational, team and individual priorities, develop implementation plans and track progress.

We also recognise that we cannot deliver this strategy in isolation and will work in partnership with others in its effective implementation.

## ◆ Reviewing the Trust Strategy

This Trust Strategy has been developed with an assessment of the current context. We will need to revisit it on an annual basis to check that it still represents the right direction of travel for the trust and to reassess the priorities for implementation.

# Overview of St George's Healthcare NHS Trust



St George's Healthcare NHS Trust (St George's) is one of the country's leading teaching hospitals with a history dating back to 1733. We are the largest provider of healthcare in south west London. We provide community services to residents of the London Borough of Wandsworth, local hospital services to 562,000 people in Wandsworth, Merton and Lambeth, and specialist services to 3.4 million people in south west London, Surrey and beyond. We are co-located with St George's, University of London, which provides unique opportunities for us to strengthen our clinical services through education and research.

Type of care provided by the Trust	2011/12 Activity (to nearest 100)
<b>Emergency Department attendances</b> - St George's Hospital site - Queen Mary's (Minor Injuries Unit)	162,300 17,900
<b>Outpatient appointments</b> - St George's Hospital - Community Services Wandsworth delivered outpatients and face to face contacts	536,500 647,200
<b>Daycases</b>	27,100
<b>Inpatient Admissions</b> - St George's Hospital - Queen Mary's Hospital	54,300 800
<b>Babies delivered</b>	5,200

## Community Services

Since 2010 we have been responsible for providing community based services for adults and children in the London Borough of Wandsworth. These include community and specialist nursing, health visiting, therapies, school nursing and services for people with learning disabilities. These services are provided from a range of sites across Wandsworth including within people's own homes, schools, GP surgeries, health centres and clinics. We also provide health services to Wandsworth Prison.

We are one of many providers at Queen Mary's Hospital in Roehampton and we provide rehabilitation services for older people, amputees and people with neurological conditions, outpatients and a minor injuries service.

## Local hospital services

Our local hospital services at St George's Hospital cover a catchment population of 562,000 from Wandsworth, Merton and south west Lambeth. We provide outpatient, day case and inpatient services across the full range of medical, surgical and diagnostic services as well as maternity and children's services.

Our A&E Department is one of the busiest in London and we have recently opened an Urgent Care Centre within the A&E Department to enable us to provide patients with the most appropriate care for their condition.

Specialist services

We provide a wide range of specialist services to 3.4 million people from south west London and Surrey. For some services the Trust offers supra-regional and national services (quaternary services). Many of our specialist services are provided as part of clinical networks for which the Trust acts as the clinical hub.

We are one of four major trauma centres, one of nine heart attack centres and one of eight hyper acute stroke units in London. We are the only provider of inpatient services for paediatric surgery, ear, nose and throat, plastics and maxillo-facial surgery in south west London and work in partnership with our neighbouring hospitals to deliver these services.

A key strength of the Trust is that is that the vast majority of our acute services are delivered from the Tooting Hospital campus bringing a wide range of clinical expertise together on one site.

Training and Education

As well as providing clinical services, we are a major provider of training and education for all health professions, including doctors, nurses, therapists, radiographers, pharmacists and biomedical scientists. We are lead provider for postgraduate medical training for many specialties. We have a state of the art simulation suite and run a comprehensive programme of in-house training either for both our own staff and for others to come and enhance their skills.

Type of student	Numbers of students on clinical placements
Nursing and midwifery	400
Allied Health Professionals	85+
Paramedics	22
Physician Assistants	24
Medical Students	275+
Junior Doctors	460

Research

As a university teaching Trust, many of our staff are actively involved in undertaking research studies to enhance knowledge and improve clinical services. There are numerous joint appointments with St George's, University of London and the Joint Faculty of Health and Social Care Sciences with Kingston University.

Operational performance

We have an annual turnover of £620 million, and 7,706 members of staff in post. We have delivered financial surpluses for the last 5 years and paid off our historic debt. We have met the key performance targets for cancer, A&E, 18 week referral to treatment and infection control.

# The drivers for change

We have assessed the external and the internal drivers for change in the development of this strategy. Examples of the drivers for change are listed below.

## National

- The Health and Social Care Act (2012)
- The £20 billion efficiency savings to be delivered across the NHS by 2015
- Increasing focus on quality
- Changing structures and funding for education and research

## South West London

- Demographic changes
- The need to achieve clinically and financially sustainable services across south west London, currently being tackled through the Better Services, Better Value Review
- Local Health and Well-being Strategies
- Local Clinical Commissioning Group commissioning intentions

## London

- Commissioning standards for Acute and Emergency Services: Acute Medicine, Emergency General Surgery, Paediatrics and Maternity

## Internal

- Assessment of our current clinical, operational and financial performance
- Assessment of our strengths, weaknesses, opportunities and threats

Our response to these drivers for change are reflected in our mission, vision and the principles we will adopt. These, along with the strategic actions to deliver them, are set out in the pages that follow.

# Our mission, vision and values

## Mission

Our purpose

## Mission

To provide excellent clinical care, education and research to improve the health of the populations we serve

## Vision

What we want to be

## Vision

An excellent integrated care provider and a comprehensive specialist centre for south west London, Surrey and beyond with thriving programmes of education and research

## Values

These guide the way in which we work and the behaviours we would expect to see

## Values

- kind
- excellent
- respectful
- responsible





# Our guiding principles - values

We have developed a set of values that describe the behaviours we expect our staff to adopt in every aspect of their practice. Below we list the organisational behaviours we expect, linked to these values.

## KIND

### ◆ Patients, service users and their carers at the heart of what we do

Our key purpose is to provide excellent clinical services and outcomes, from prevention and promotion of health and wellbeing through to care for the very sick or injured. We need to ensure that in doing so we always keep those we are providing the services for at the forefront of our actions: from strategic decision making through to the services our staff provide on a daily basis. We will strengthen our engagement with patients, service users, carers and our wider community regarding every aspect of the services we provide.

## EXCELLENT

### ◆ Focus on quality to drive continuous improvement

We will strive to continuously improve what we do and set ourselves the highest standards and outcomes, supported by a quality assurance process that gives confidence to all.

### ◆ Focus on the tripartite mission of integrating clinical service, education and research

We are a teaching hospital and have a responsibility for training the healthcare professionals of tomorrow as well as ensuring the continuous development of the staff we employ. Alongside this we also need to drive research and innovation through our clinical practice.

## RESPONSIBLE

### ◆ Use public money wisely and effectively

We must ensure that we use public money wisely and effectively to deliver the greatest benefit for those we provide services for. We will seek sources of income from non-NHS sources where it makes good sense to do so.

### ◆ Act as a good corporate citizen

We have developed a framework that ensures we act as a good corporate citizen by reducing environmental harm, improving public health through providing services that promote good health and wellbeing and reduce inequalities, and finally by improving the health and wellbeing for our staff.

## RESPECTFUL

### ◆ Work in partnership with others

We will build on our track record and develop our partnerships with other providers to ensure seamless transfers of care across organisational boundaries.

We are committed to the financial sustainability of our commissioners and to work in partnership with all our stakeholders to ensure a sustainable health economy and the delivery of the health and wellbeing strategies for the population of south west London.

### ◆ Equality

We will ensure the core principle of equality is built into our daily practice and ensure equal opportunities for all our staff and equity of access to our services for all.



# Our guiding principles – quality

Patients and service users are at the heart of everything we do and our overriding concern is to ensure that we provide them with the highest quality services. This theme of quality improvement runs through our strategy .

We have taken the national definition of quality, which is divided into the following three domains:

**Patient safety** – quality care is care which is delivered so as to reduce or eliminate all avoidable harm and risk to the individual's safety

**Patient experience** – quality care is care which looks to give the individual as positive an experience of receiving and recovering from care as possible. Our analysis shows that this is where we need to focus the most attention.

**Patient outcomes (clinical effectiveness)** – quality care is care which is delivered according to best evidence as to what is clinically effective in improving an individual's health outcomes.

Or, put another way, from the patient's perspective how well can we answer the following 3 questions:

1. Will I feel safe, will I be protected from harm?
2. Will I feel cared for, will I be treated with compassion, dignity and respect in a clean, well managed environment?
3. How will my procedure be carried out, what will its results be?



St George's Healthcare NHS Trust's vision is to be an excellent integrated care provider and a comprehensive specialist centre for south west London, Surrey and beyond with thriving programmes of education and research. The statements below describe St George's in 2022:

## ◆ **Renowned integrated services enabling people to live at home**

We will work with primary care, social care and the third sector to deliver integrated services for those with long-term conditions, older people and children.

By 2022 we will:

- Be amongst the best for the quality of our community services
- Deliver the majority of care for long term conditions at or near home, keeping hospital stays to a minimum
- Have joined up hospital, community and social care services with people's needs at the centre.

## ◆ **Providing the highest quality local hospital care in the most effective and efficient way**

We will provide outstanding quality hospital services for the local population, with as much of the pathway as possible based out of hospital.

By 2022 we will:

- Be amongst the best for the quality of our local hospital care
- Have played a clinical leadership and partnership role in developing improved, high quality and sustainable local hospital services in south west London.

## ◆ **A comprehensive regional hospital with outstanding outcomes**

We are and will be the hospital in London with the widest range of specialist services on one site, uniquely placing us to look after patients with complex clinical needs.

By 2022 we will:

- Be amongst the best for the quality of our specialist care
- Have a dedicated Children's and Women's Hospital providing world class care to children and women
- Have expanded our cardiovascular and neuroscience services
- Be a renowned centre for specialist surgery
- Have developed and further improved our cancer services
- Be the renal specialist centre for south west London
- Use our helipad to ensure fast transfer of critically injured patients.



# St George's in 2022

## ◆ Thriving research, innovation and education driving improvements in clinical care

By 2022 we will:

- Be recognised as an organisation with research at its core
- With SGUL be a partner of the King's Health Partners Academic Health and Science Centre (AHSC)
- With SGUL be a proactive member of the South London Academic Health Science Network (AHSN) ensuring the dissemination of innovation and best practice across health and social care
- Have education programmes that meet our changing clinical needs.

## ◆ A workforce proud to provide excellent care, teaching and research

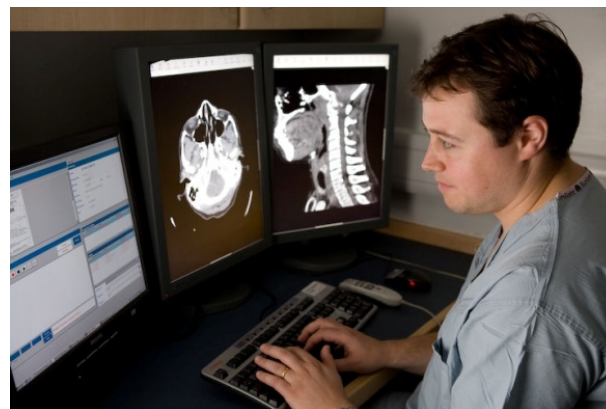
By 2022 we will:

- Have a workforce proud both to work for St George's Healthcare NHS Trust, and proud of the excellent services they provide
- Have a workforce motivated and inspired to continuously improve the care they provide
- Play a leading role in the South London Local Education and Training Board commissioning and delivering innovative programmes that attract the best talent
- Have a workforce fully engaged in shaping the future of the trust
- Provide many more opportunities to participate in educational development and research.

## ◆ Transformed productivity, environment, and systems

By 2022 we will:

- Deliver consistently beyond our key clinical, operational and financial goals
- Have operational systems that are efficient, effective and add value to patient care
- Have IT systems that enable us to deliver the highest quality care, measure our performance and make the best use of our resources
- Have improved facilities for cancer services, children's and women's services, critical care, renal, trauma and private patients
- Have completed a programme to provide more single rooms.



**We believe that by focusing on the above we will become a thriving Foundation Trust.**

# Actions we need to take to deliver our vision



# Actions we need to take to deliver our vision

We have set ourselves 7 strategic goals to ensure that we deliver our vision. These are set out below.

## 1. Redesign care pathways to keep more people out of hospital

Along with others such as primary care, social care and the third sector, we will play a key role in keeping people healthy and well at home. This ranges from keeping people healthy for as long as possible to enable those with a health condition to live as independently as possible in their own home/community. See pages 14 and 15 for further details.

## 2. Redesign and reconfigure our local hospital services to provide higher quality care

We need to improve the way in which we provide our local hospital services from planned surgery through to discharge planning. As part of the Better Services Better Value Review we will work with other local acute hospitals in south west London to ensure the highest quality, sustainable configuration of clinical services. See pages 16 and 17 for further details.

## 3. Consolidate and expand our key specialist services

We will work to ensure that south west London continues to have access to a comprehensive range of specialist services available locally at St George's Hospital. See pages 18 and 19 for further details.

## 4. Provide excellent and innovative education to improve patient safety, experience and outcomes

We will build on our strong platform to provide excellent education. See pages 20 and 21 for further details.

## 5. Drive research and innovation through our clinical services

We will strengthen research making it a part of the trust's core business. See pages 22 and 23 for further details.

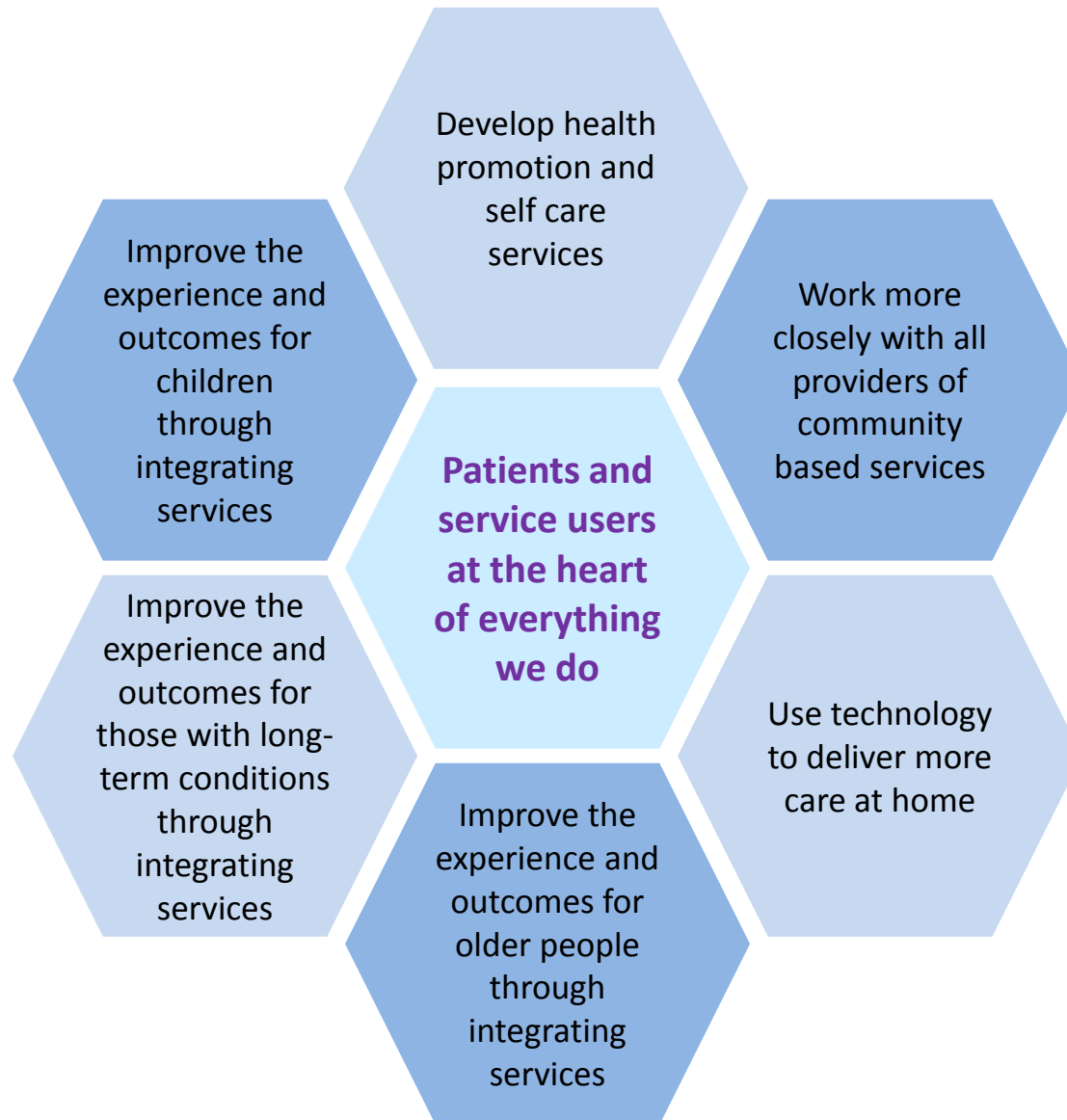
## 6. Improve productivity, the environment and systems to enable excellent care

There are some changes that we need to make to our systems and processes, such as an investment in our IT system, to ensure we are able to provide the highest quality care. We will also look to make major improvements to the environment. See pages 24 and 25 for further details.

## 7. Develop a highly skilled and engaged workforce championing our values

Services cannot be delivered without our staff and we will continue to invest in our staff to ensure that they have the right skills, and are engaged and motivated to provide consistently excellent services. See pages 26 and 27 for further details.

# 1. Redesign care pathways to keep more people out of hospital



# 1. Redesign care pathways to keep more people out of hospital

Evidence shows that home and community based services are safe and effective at keeping people out of hospital. We also know that people prefer not to have to go to hospital. Innovations in both technology and the skills of staff mean that we can do more of this than ever before and make better use of the constrained resources we have.

## ◆ Develop health promotion and self care services

Working with local authorities and primary care, we need to develop and encourage a culture where the local population takes greater responsibility for its own health and accesses appropriate services to support this e.g. smoking cessation.

## ◆ Work more closely with all providers of community based services

Building on the success of our integration with Community Services Wandsworth and partnership work with primary and social care in Wandsworth, we must further develop our partnerships. This includes with providers in other boroughs, specifically in Merton, and the full range of providers including mental health and the third sector.

## ◆ Use technology to deliver more care at home

We already use telehealth to support people with long term conditions to live at home. We will look to maximise the opportunities that new technology brings to enable more people to have home based care.

## ◆ Improve the experience and outcomes for older people through integrating services

We have already integrated our Senior Health services across hospital and community services and are working hard to further integrate health and social care for older people. We will build on this and our good partnership work in Learning Disability services to further improve services for older people.

## ◆ Improve the experience and outcomes for those with long-term conditions through integrating services

More systematic management of long term conditions can prevent the need for admissions or attendance to hospital. In partnership with patients, commissioners, social care and primary care we will redesign services for people with diabetes and sickle cell disease and explore opportunities for other long term conditions.

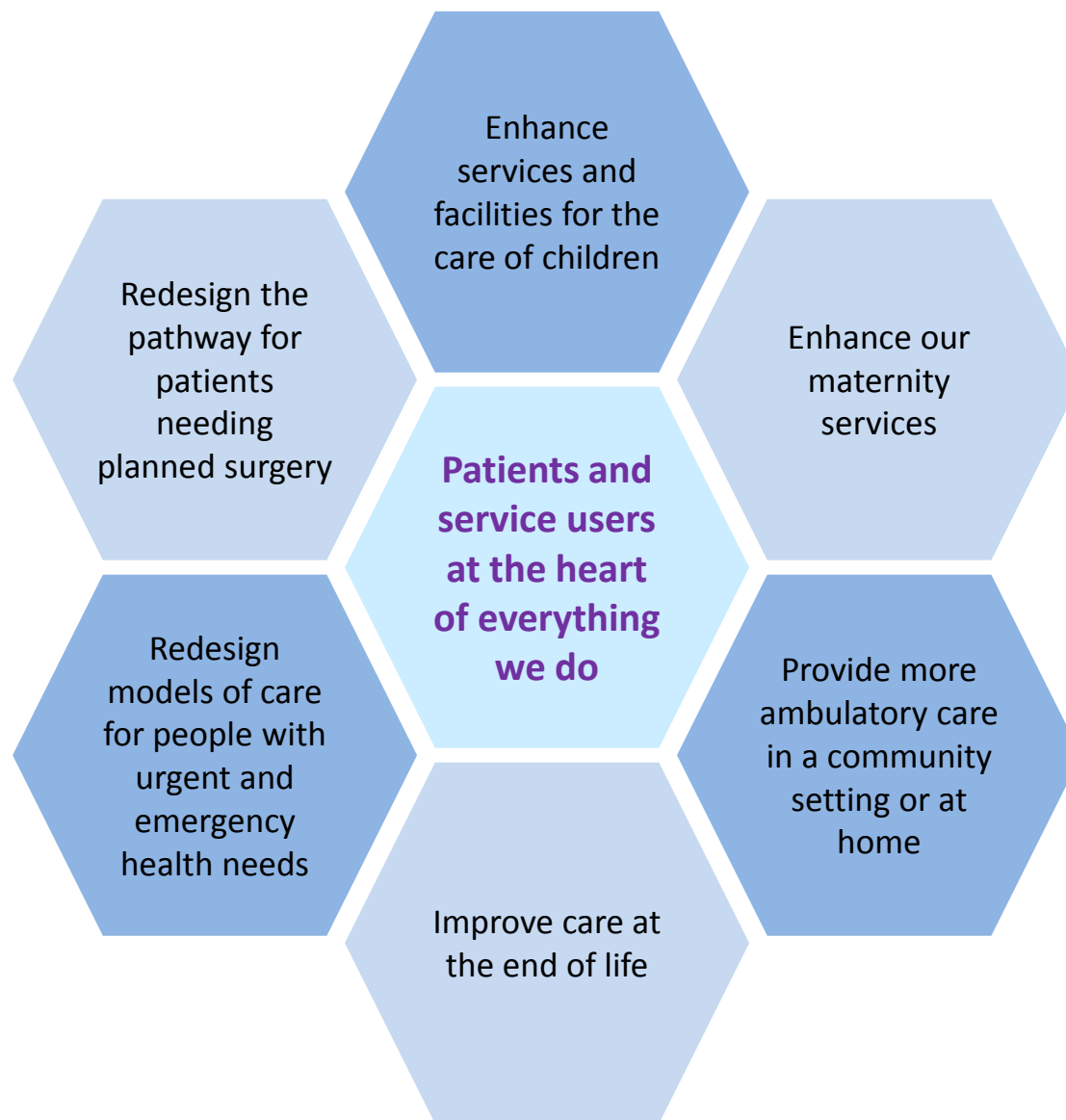
## ◆ Improve the experience and outcomes for children through integrating services

We will work with our commissioners, primary and social care to further integrate acute, community, social care and education for local children.





## 2. Redesign and reconfigure our local hospital services to provide higher quality care



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St George's Healthcare NHS Trust:  
the next decade

We will continue to redesign our local hospital services to ensure that patients have a better experience with high quality and efficient pathways into, during and back out of hospital. We agree that the current configuration of hospital services in south west London is not clinically or financially sustainable, and we have been working closely with partners and stakeholders to determine the best solutions.

### Better Services Better Value (BSBV) Review

Commissioners, clinicians and stakeholders are working through how best to provide sustainable high quality services into the future, and St George's have been integral to this. We are planning to improve services in line with the best practice recommendations from the six clinical working groups, but the final decision on reconfiguration of services will determine the capacity implications for St George's.

### Enhance services and facilities for the care of children

We will open a paediatric assessment unit linked to our A&E Department to provide urgent diagnosis and treatment for children. We will establish our Children's and Women's Hospital in Lanesborough Wing as the leading centre for south west London. Capacity will be flexed depending on the outcome of the BSBV review.

### Enhance our maternity services

We will enhance our maternity services to ensure we fully meet standards for staffing levels, offer more home and midwife-led

births, and improve the facilities for expectant mothers at St George's. We will increase capacity at St George's for an increased number of deliveries should this be required as a result of the BSBV review.

### Provide more ambulatory care in a community setting or at home

We are looking to provide more care in a community setting, skilling up primary care/community teams and by our clinicians working in community settings. Diabetes and Sexual Health services will be amongst the next cohort of services planning to implement such changes.

### Improve care at the end of life

We will work towards the goal that 75% of all predictable deaths should occur in the patient's preferred setting rather than hospital as the default.

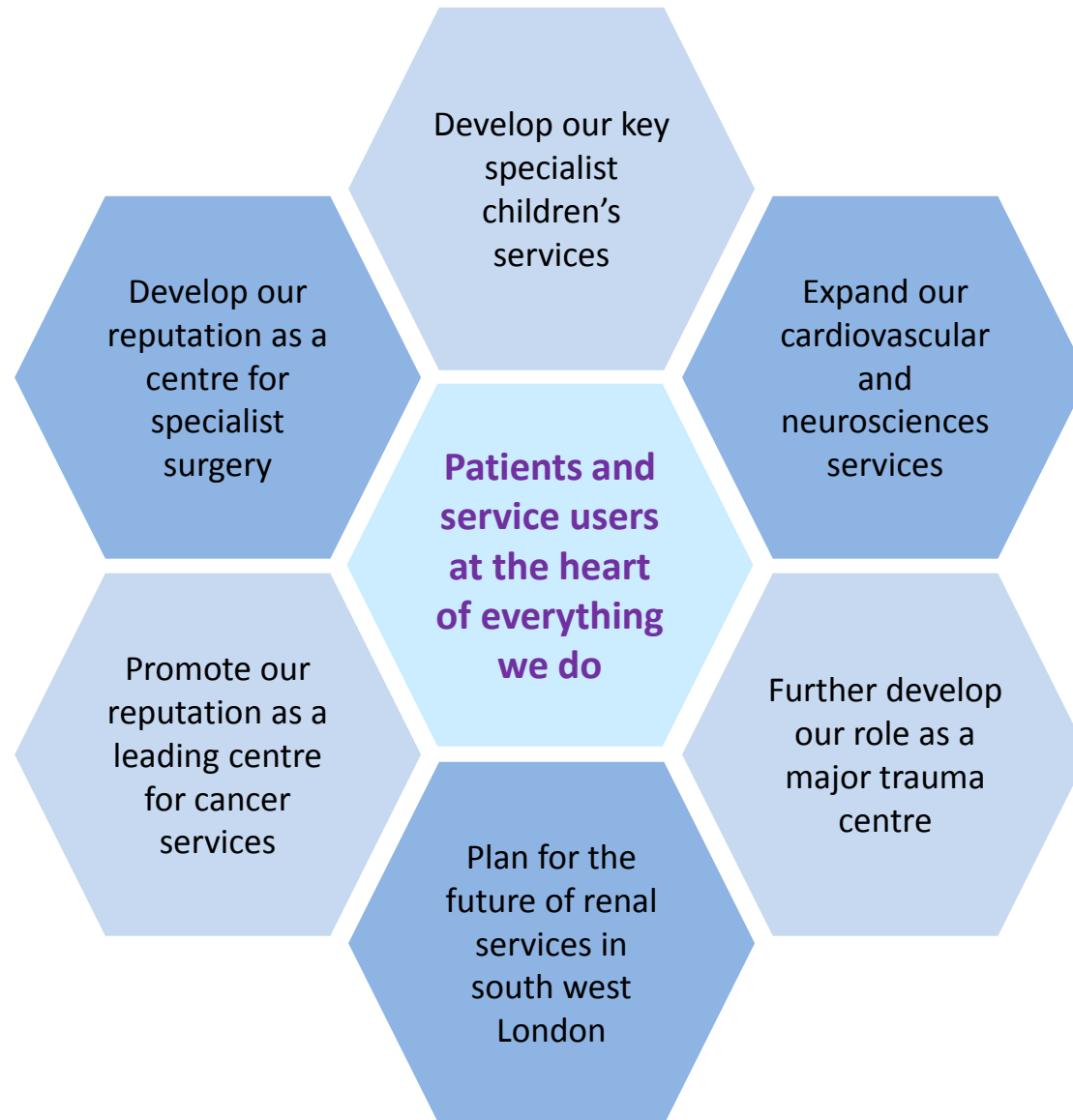
### Redesign models of care for people with urgent and emergency health needs

We will increase our focus on admission prevention from A&E, the prevention of re-admissions following discharge and reducing time spent in hospital and work towards compliance with the Emergency Standards.

### Redesign the pathway for patients needing planned surgery

We will look to separate elective and emergency pathways to reduce the number of times that planned surgery is cancelled due to bed pressures. We will support the development of a planned care centre for south west London.

### 3. Consolidate and expand our key specialist services



# 3. Consolidate and expand our key specialist services

Central to our role as the regional hospital are our tertiary and specialist services. We have identified the services that make the most significant contribution to the mission and vision of the trust, and are seeking to develop their excellence further.

## ◆ Develop our key specialist children's services

As well as developing our role as the inpatient centre for local children's services and the Children's and Women's Hospital in Lanesborough Wing, we will build on our strengths in a range of specialist children's services. The future provision of specialist children's services is under review and we will work with our partners across south London to ensure that the highest quality services are provided to children in the south Thames region.

## ◆ Expand our cardiovascular and neurosciences services

We are a major provider of cardiovascular and neuroscience services with excellent clinical outcomes for our patients. We will look to expand our reach for these services beyond the current catchment population.

## ◆ Further develop our role as a major trauma centre

We are one of four major trauma centres in London and we will build on our success by building a helipad to make it quicker for patients to be transported to us. We will develop an academic base to drive further improvements in outcomes, and also work to establish ourselves as a centre of excellence for rehabilitation.

## ◆ Plan for the future of renal services in south west London

As part of the BSBV review, we will work with commissioners to develop a robust and sustainable solution for the future provision of excellent renal services for south west London and Surrey.

## ◆ Promote our reputation as a leading centre for cancer services

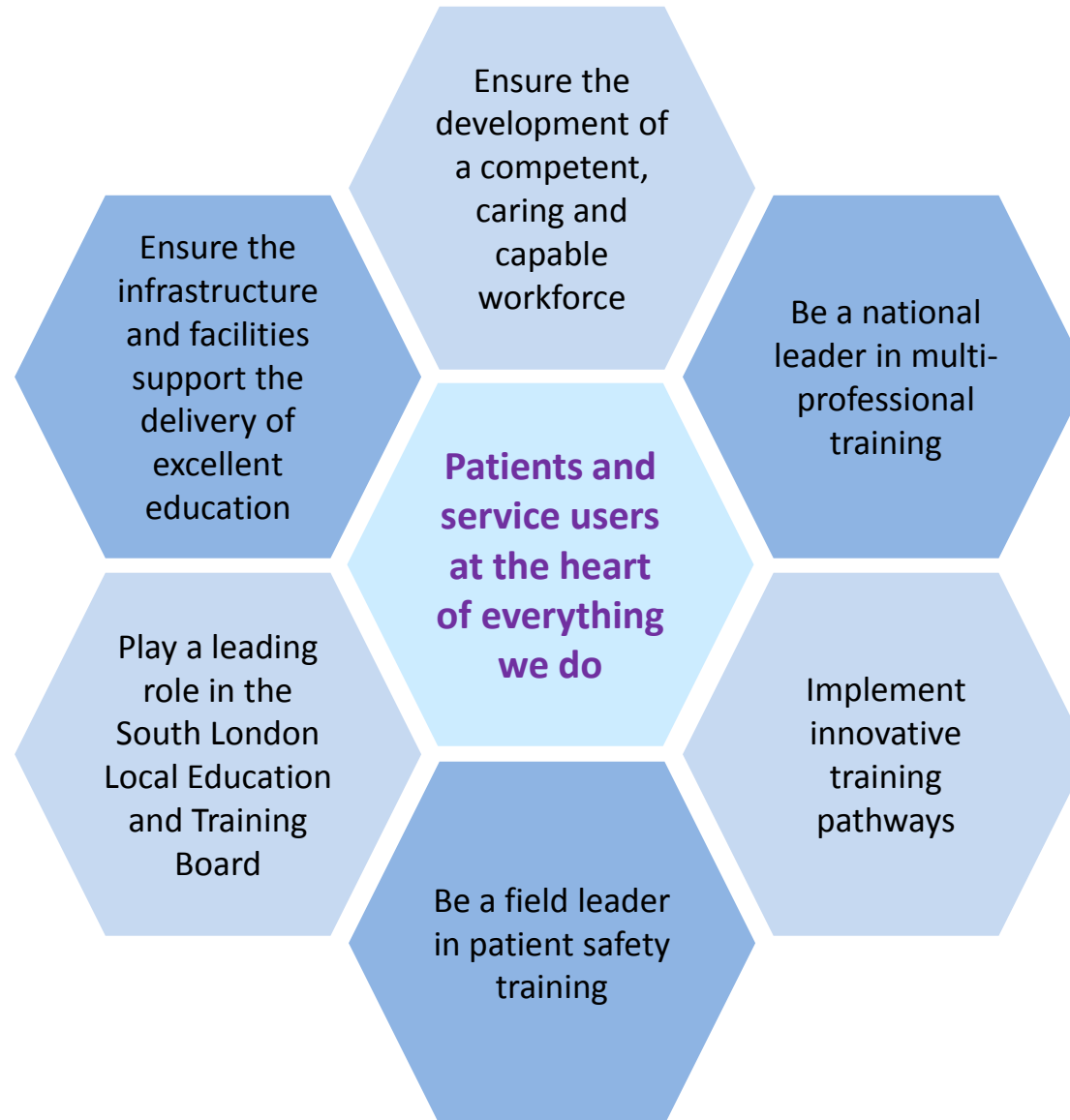
We provide definitive treatment for the majority of cancer patients who access our service, and for some tumour types we are the regional or supra-regional centre. We will seek to develop and further improve our cancer services by building on existing and new collaborative partnerships, particularly as the London Cancer Alliance Integrated Cancer System changes the map of service provision in London.

## ◆ Develop our reputation as a centre for specialist surgery

Surgery is a significant proportion of our work at St George's. We will continue to be the hospital of choice for complex specialist surgical services.



## 4. Provide excellent and innovative education to improve patient safety, experience and outcomes



# 4. Provide excellent and innovative education to improve patient safety, experience and outcomes

As a leading UK teaching hospital we aspire to improve patient safety, patient experience and outcomes through excellence in our provision of education and training for the staff, students and trainees with whom we work. We have formed a strong alliance with St George's, University of London (SGUL), to enable innovative developments in practice, research and education.

## ◆ Ensure the development of a competent, caring and capable workforce

Staff training and development needs are identified through the annual appraisal process aligned to changes in service delivery and contexts of care. Access to training is on a fair and equitable basis and we continue to monitor and adapt our delivery methods. We will continue to work closely with education and practice partners to develop innovative new roles and to integrate them into our local healthcare systems.

## ◆ Be a national leader in multiprofessional training

With SGUL and the Joint Faculty of Health and Social Care Sciences, multi-professional training is a key strength which we will further develop within clinical settings. We will revive and extend the innovative training ward concept.

## ◆ Implement innovative training pathways

We will develop training that follows patient pathways rather than organisational boundaries. New multi-professional training

pathways will need to be aligned from the community and into hospitals to meet the future workforce needs. We want to deliver innovative education programmes firmly based on the needs of the workforce of tomorrow.

## ◆ Be a field leader in patient safety training

We wish to develop our reputation as a leader of patient safety training. We should further invest in our excellent resource in simulation training to further embed learning within the clinical setting. Working with SGUL we will develop innovative e-learning packages, deliver communication skills training and teaching skills. We will ensure that learning from incidents is embedded within practice at all levels.

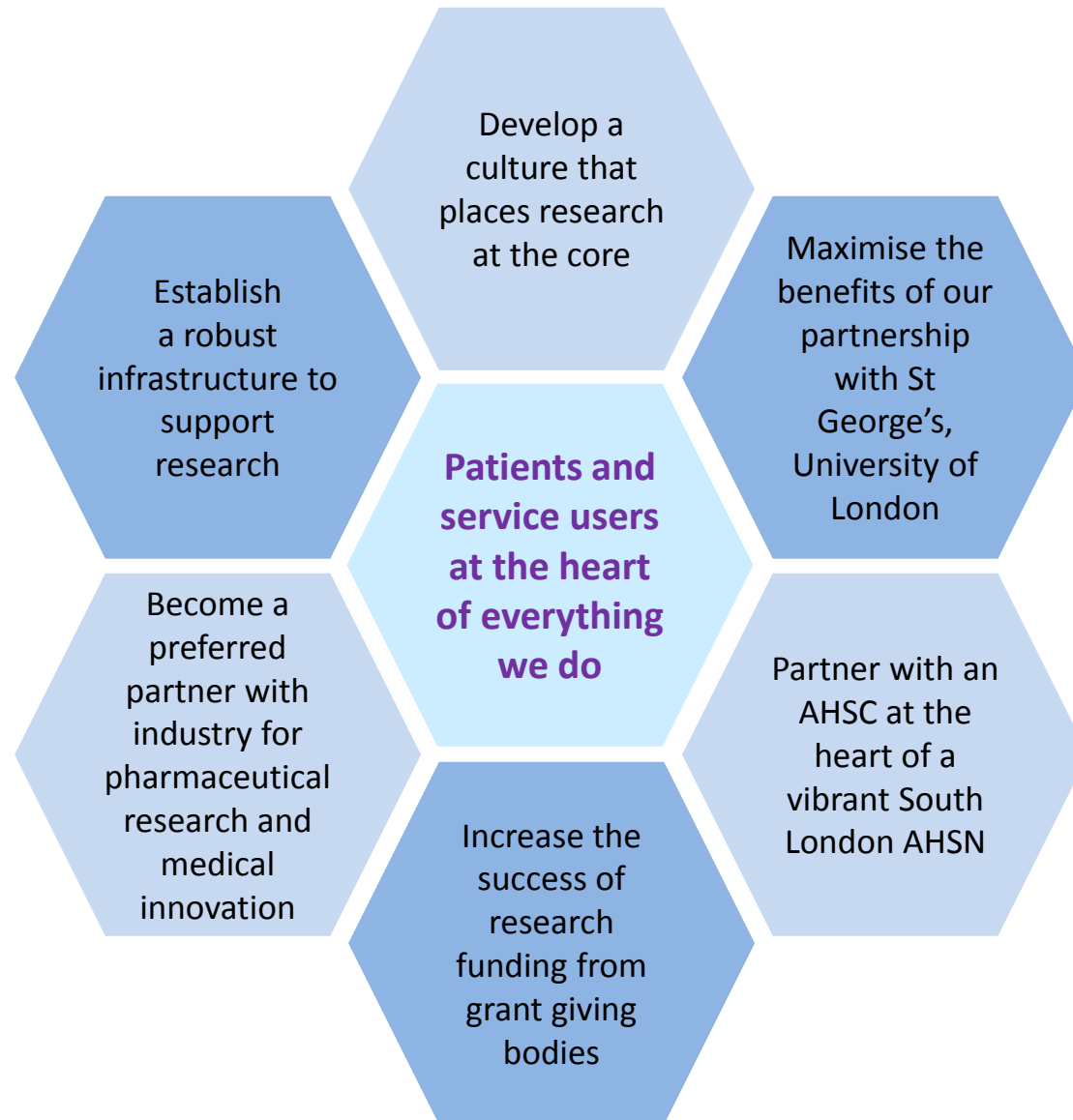
## ◆ Play a leading role in the South London Local Education and Training Board (LETB)

We are working with other providers of education across south London to develop and implement a new organisation that will commission education for all health professional trainees and staff.

## ◆ Ensure the infrastructure and facilities support the delivery of excellent education

We will be recognised nationally for the highest standard of our training environments and will exceed the standards for training that are set by the regulators of all professions. We need to invest in refurbishing our education facilities, infrastructure, IT and communications.

## 5. Drive research and innovation through our clinical services





# 5. Drive research and innovation through our clinical services

Healthcare organisations with vibrant programmes of research provide higher quality clinical care, recruit, motivate and retain the best staff. We need to strengthen our focus on this agenda.

## ◆ **Develop a culture that places research at the core**

We need to develop a culture that recognises and values the contribution that multi-disciplinary research makes to patient care. Clinical staff should be motivated and incentivised to put clinical research at the heart of their services. Breaking down barriers to participation and recognition of success will enable research to flourish.

## ◆ **Maximise the benefits of our partnership with St George's, University of London**

We are uniquely co-located with St George's, University of London and we need to enable staff across both organisations who collectively have a wide range of expertise, coupled with access to a broad population base, to maximise research opportunities to benefit patient care.

## ◆ **Partner with an Academic Health Science Centre (AHSC) at the heart of a vibrant South London Academic Health Science Network (AHSN)**

We will lead developments in medical research and innovation in south London, nationally and internationally by initiating research in areas of expertise and collaborating with others. We will use our agreed membership of the King's Health Partners Academic Health and Science Centre (AHSC) and play a leadership role in the development of the South London AHSN to maximise the benefits through collaborative working.

## ◆ **Increase the success of research funding from grant giving bodies**

We will capitalise on our research expertise, facilities, academic links and diverse patient populations to increase funding for research from grant giving bodies, the National Institute for Health Research (NIHR) and the research networks. We will recruit more patients to interventional clinical trials.

## ◆ **Become a preferred partner with industry for pharmaceutical research and medical innovation**

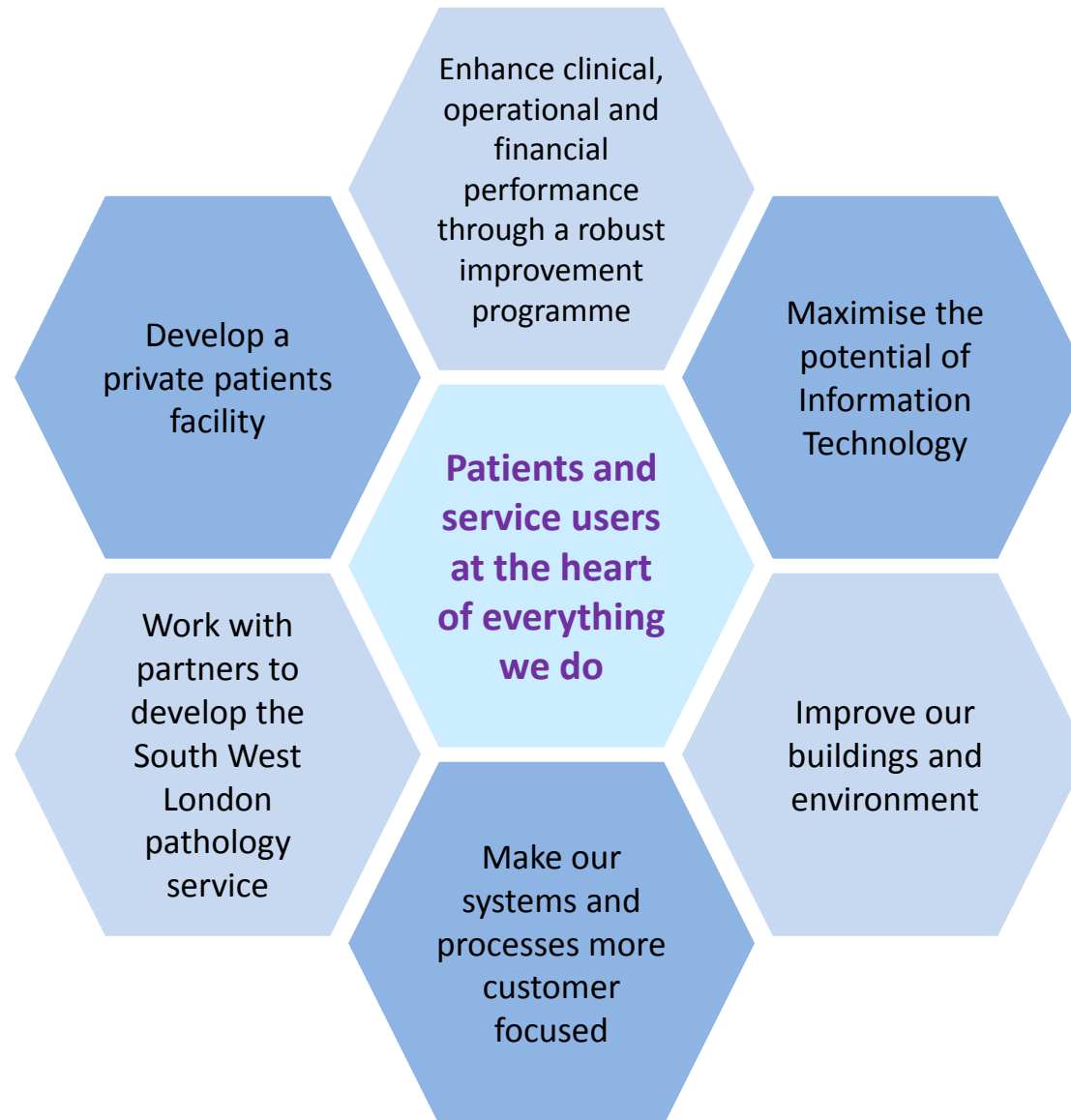
We have been successful in partnering with industry to run clinical trials. We should build on this success and the reputation of key opinion leaders in the organisation to increase commercial research to provide early access to new therapies to our patients and increase commercial income.

## ◆ **Establish a robust infrastructure to support research**

We need to strengthen our organisational infrastructure to support research. Our performance management culture should be extended beyond clinical services to include research e.g. our Divisional structures will be held to account against an agreed set of research performance indicators.



## 6. Improve productivity, the environment and systems to enable excellent care



# 6. Improve productivity, the environment and systems to enable excellent care

Our systems, processes and quality of the environment sometimes hinder us in the provision of consistently outstanding care. We must address this.

## ◆ Enhance clinical, operational and financial performance through a robust improvement programme

Change will not happen by itself and we will develop a culture of robust programme management to enhance our clinical, operational and financial performance. We have established a resourced Improvement Programme with a clear and measurable focus on quality and productivity.

## ◆ Maximise the potential of Information Technology

We need to invest in our IT systems to have more patient information available in real time and accessible to a range of healthcare professionals across organisational boundaries. We must also use IT to reduce reliance on complex manual processes and to enable us to make the best use of our resources.

## ◆ Improve our buildings and environment

We aspire for our services to be provided from buildings that are designed to match the patient flows and enable co-location of clinical teams. We need to improve the ward environment, and increase the number of single rooms, enabling privacy and dignity to be respected. We will develop the Children's and Women's Hospital in Lanesborough Wing, and improve facilities for cancer, renal, maternity, trauma and critical care services.



## ◆ Make our systems and processes more customer focused

We need to ensure that our internal and external systems and processes work for the patient and the customer rather than add a layer of bureaucracy or frustration.

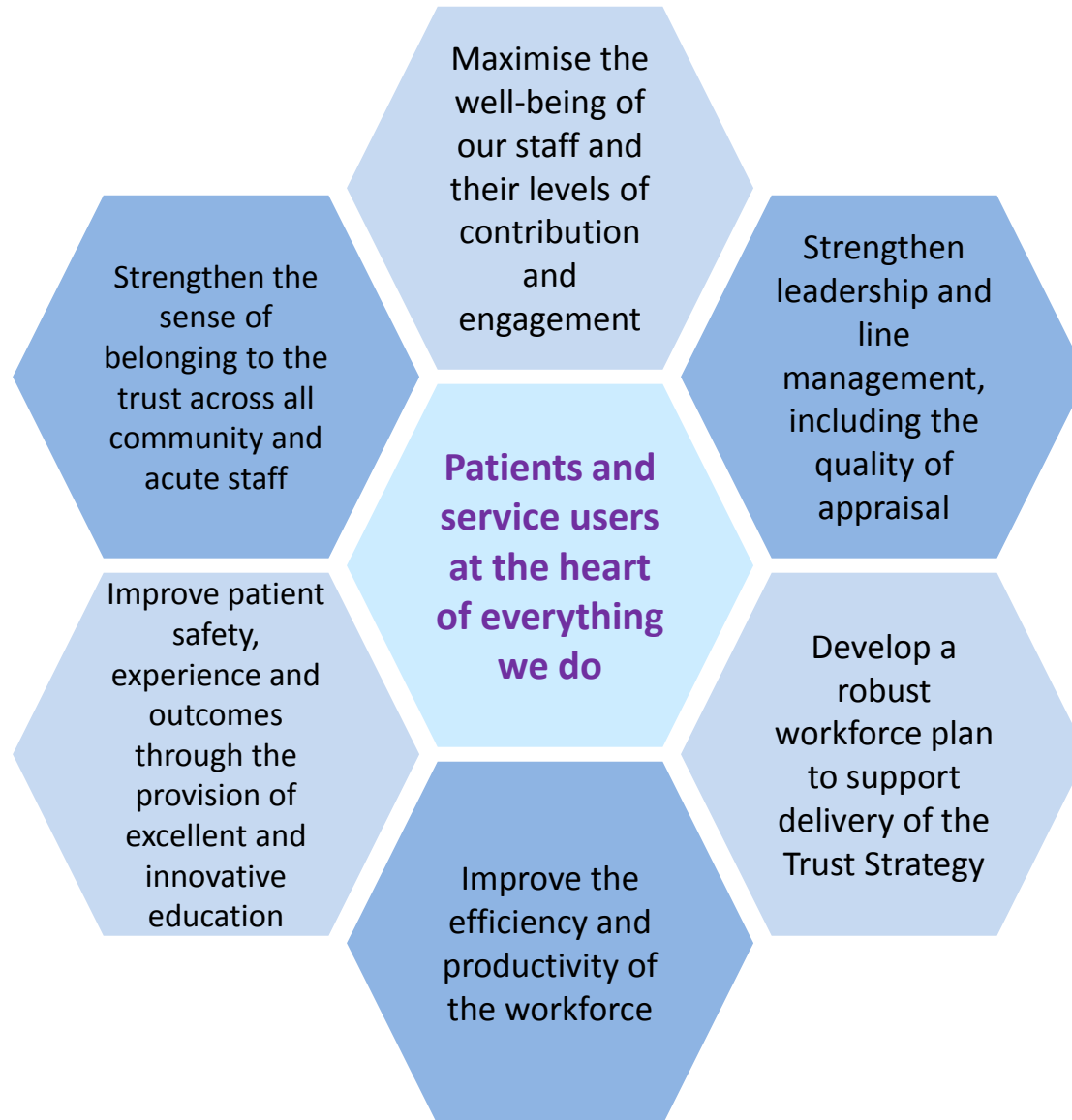
## ◆ Work with partners to develop the South West London pathology service

We have been working across south west London on how we can improve the quality, consistency and cost effectiveness of our pathology services. We have agreed that a single south west London service, with a hub based at St George's and spokes at neighbouring hospitals is the best way to do this, and we are committed to working with others to deliver this.

## ◆ Develop a private patients facility

We are working with the independent sector on options to develop a facility for private patients. The income we generate will support NHS services.

# 7. Develop a highly skilled and engaged workforce championing our values



# 7. Develop a highly skilled and engaged workforce championing our values

Our workforce is vital to the delivery of the highest quality clinical services, education and research, and will need to evolve to meet future needs. We need to value our staff and ensure they champion our values. Patients have told us that happy staff result in happy patients.

## ◆ Maximise the well-being of our staff and their levels of contribution and engagement

As well as caring for our patients we need to do more to make our staff feel cared for. We also need to strengthen their engagement and contribution to improving the quality and consistency of services we provide.

## ◆ Strengthen leadership and line management, including the quality of appraisal

In order to ensure that staff realise their full potential we need to strengthen leadership and provide good role models for them. We also need to support them with strengthened line management and meaningful appraisals.

## ◆ Develop a robust workforce plan to support delivery of the Trust strategy

We need to constantly re-evaluate the skills and size of the workforce as the way in which services are provided will change. If the Better Services Better Value Review goes ahead this will require a significant shift in both ways of working and locations. We will develop a robust workforce plan for the changes we will need to make over time.

## ◆ Improve the efficiency and productivity of the workforce

We will seek out new and different ways of providing more care with the same or less resource. We need to ensure that our skilled staff are used effectively and that time is not spent doing tasks that less qualified staff could do. Staff have also told us that time is wasted due to inefficient processes and we must tackle this (see pages 24 to 25 for further details).

## ◆ Improve patient safety, experience and outcomes through the provision of excellent and innovative education

We will seek to plan and deliver education programmes that enable us to improve the safety, experience and outcomes of those we provide services to and meet the changing needs of the workforce (see pages 20 to 21 for further details).

## ◆ Strengthen the sense of belonging to the trust across all community and acute staff

Not all staff feel a part of the wider trust, and staff have told us that they do not always understand the contribution that other clinical teams can make. We will take action to address this.



# What 2022 will mean for you

Taking action in the seven areas listed on the previous pages will result in improvements for patients, service users, carers, GPs, the wider community, and our staff. Set out on this page are some of the benefits for key stakeholders.

## As a patient/service user

You will:

- Receive consistently excellent quality services
- Be treated for by caring staff
- Receive open and transparent communication
- Receive care as close to home as possible
- Be involved in shaping services
- Receive care in improved healthcare environments
- Your carer (if applicable) will be more involved in ensuring the services you receive meet your needs

## As a clinician referring to our services

Your patients will:

- Receive higher quality services
- Receive more services out of a hospital setting
- Receive more efficient and joined up pathways of care

You will:

- Benefit from more responsive and improved communication about the care of your patients
- Have greater confidence in and understanding of St George's services

## As a member of staff

You will:

- Feel more valued and respected
- Be more able to provide the highest quality services to patients
- Be more engaged in decision making and shaping services
- Be appropriately skilled and developed to do your job
- Work in a higher quality environment
- Work with improved IT and streamlined systems and processes

## As a commissioner

You will:

- Consider that our services are responsive to the needs of your population
- Feel that we work in partnership to deliver new and innovative models of care
- Be confident about commissioning services on behalf of your population from us on the basis of quality, performance and value for money



# Implementing our trust strategy

It is important that we are able to fully realise our vision and demonstrate the successful implementation of the commitments set out in this strategy.

We have a robust framework for the delivery of our current trust strategy and this will be adopted for the delivery of this revised trust strategy. There are a number of steps in this process and these are set out below.

## ◆ Work in partnership to deliver the trust strategy

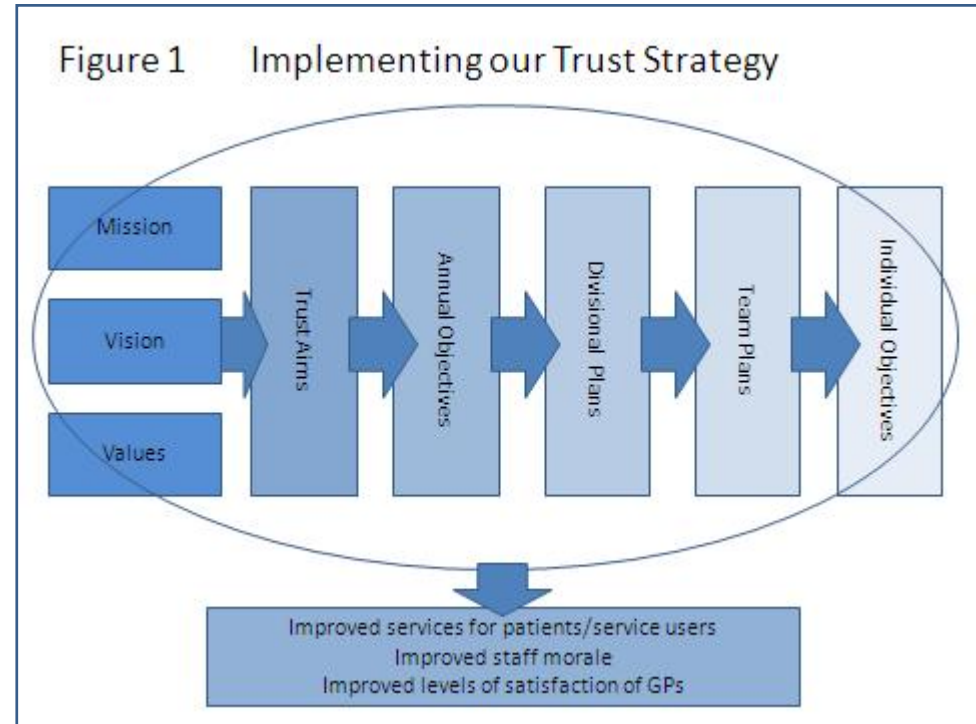
Whilst staff and stakeholders have been involved in the development of this strategy, we will ensure that they fully understand what is meant by it and that we work effectively together to implement it.

## ◆ Finalise the supporting strategies

The Trust Strategy is a high level framework and will be supported by a range of strategies including: clinical services; quality improvement; research; education and workforce, which will each add more detail. .

## ◆ Development of implementation plans

Every year we will develop a set of annual objectives, linked to the 7 strategic goals, with associated metrics to measure progress. These annual objectives will translate into divisional plans, team plans and finally individual objectives. Progress in year against the agreed metrics will be tracked and corrective action taken where necessary.



## ◆ Annual review of the trust strategy

The trust strategy itself will be reviewed annually to ensure that it is still valid, given what we know about ourselves and a reassessment of the external environment. As part of this process all of the supporting strategies will also be reviewed on an annual cycle.

We believe that by using this framework coupled with robust implementation plans we will be able to provide excellent clinical care, education and research to improve the health of the populations we serve.