

## **OUR VISION: OUTSTANDING CARE, EVERY TIME | 2017-19**

At St George's, our aim is to provide Outstanding Care, Every Time for all of our patients, wherever they are treated.

As part of this, we have agreed a set of organisational objectives – all of which are designed to improve care for patients, and the working lives of our staff.

We are confident these will give staff, patients, and our local and national stakeholders much greater clarity about where we are focussing our energies, and where we want to improve.

### **1) TREAT THE PATIENT, TREAT THE PERSON**

- We will deliver the fundamentals of patient care to ensure our patients are kept safe and free of avoidable harm
- We will continue to improve the experience for patients and their loved ones at the end of their life
- We will ensure there is no decision without the patient's or carer's involvement, and that the patient's wishes are at the centre of their care
- We will recognise and manage deteriorating patients, and ensure staff support patients and their carers to make choices regarding their treatment
- We will ensure the safe and efficient storage and use of medicines, and continue to reduce the time patients wait for their medicines.

### **2) RIGHT CARE, RIGHT PLACE, RIGHT TIME**

- We will improve the timeliness of emergency care for patients, and consistently meet the four hour operating standard
- We will ensure we admit patients to the right ward or place of care first time, and ensure a positive experience for our patients
- We will align our people and clinical capacity to pathway demand, and ensure our patients are taken to the most appropriate environment for their assessment, treatment and care
- We will reduce cancellations of operations and make efficient use of our operating theatres
- We will offer patients greater choice about how they access our services, and ensure we match capacity to patient demand

- We will tackle our data quality and waiting list challenges, so ensuring patients are effectively tracked on our systems.

### **3) BALANCE THE BOOKS, INVEST IN OUR FUTURE**

- In 2017/18, we will achieve the target deficit agreed with NHS Improvement
- We will continue to reduce our deficit, and aim to break-even in 2019
- We will deliver organisational efficiencies – from the way we buy drugs to how we use our clinical IT systems
- We will develop a financial model to help us identify and prioritise future investment requirements.

### **4) BUILD A BETTER ST GEORGE'S**

- We will develop an organisational and clinical strategy that asserts St George's position as a provider of local and world-leading specialist services
- We will work with our partners and stakeholders to seek their views, so we address the challenges we face together
- We will improve our governance arrangements, as well as our everyday management systems (such as Agresso and ESR)
- We will modernise theatres and wards so they are better for patients and staff. We will also improve capacity in our ED, ITU and Critical Care Unit
- We will address our maintenance backlog to ensure fire, water, heating, electrical and ventilation safety
- We will continue to stabilise and improve our IT infrastructure
- We will work with St George's Hospital Charity to ensure money raised by fundraisers and donors is invested to improve care for patients and improve the working lives of our staff.

### **5) CHAMPION TEAM ST GEORGE'S**

- We will improve staff engagement
- We will tackle bullying and harassment
- We will improve equality and diversity

- We will develop our leadership capability, and up-skill our managers
- We will develop a behaviour charter based on our values of being Excellent; Kind; Responsible; Respectful.

## **6) DEVELOP TOMORROW'S TREATMENTS TODAY**

- We will work closely with St George's, University of London to train the healthcare professionals of the future
- We will embed research into clinical practice, to further foster a 'bench to bedside' culture within our organisation
- We will innovate, and ensure our patients have access to the latest treatments and surgical procedures
- We will use the latest technology to improve outcomes for patients, and make it easier for staff to provide care safely and effectively.

## **OUR QUALITY IMPROVEMENT PLAN**

In October 2017, we launched our Quality Improvement Plan, which will play a key part in helping us deliver Outstanding Care, Every Time for our patients.

Our Quality Improvement Plan is made up of three improvement programmes, which are supported by two enabling programmes. They are:

### **IMPROVEMENT PROGRAMMES**

Safe and Effective Care | Flow and Clinical Transformation | Quality and Risk

### **ENABLING PROGRAMMES**

Estates and IT | Leadership and Engagement

Our Quality Improvement Plan is a major priority for the organisation, and successful delivery of the plan is closely linked with the strategic objectives set out in this document.

To find out more about our Quality Improvement Plan, log onto our website at [www.stgeorges.nhs.uk](http://www.stgeorges.nhs.uk)