



St George's University Hospitals
NHS Foundation Trust

Delivering outstanding care, every time

Our strategy
for 2019-2024





Introduction

We are delighted to introduce St George's University Hospitals NHS Foundation Trust's new strategy for 2019-24. This document sets out our ambition to provide outstanding care, every time for our patients, staff, and the communities we serve. It also lays the ground for how we plan to go about achieving this ambition.

This strategy has been shaped by many, with more than 500 people attending 26 engagement events over the past six months.

This period of listening and talking to different people has been so important, and we are grateful to those who have shared their honest views about St George's, and the services we provide; including what we do well, and where we need to improve.

Despite the challenges of recent years, the desire of everyone for St George's to succeed – and aspire to great things – has come through loud and clear. The support we've received is a key part of our improvement journey.

The end result of these conversations is a strategy that builds on our strengths, and the progress we have made in recent years – while also setting out a roadmap for the next five years, and priority areas for development and investment.

The NHS is undergoing a period of change, with the Government's recently published Long Term Plan for the health service re-setting accepted norms in healthcare delivery that will, in many cases, lead to radical changes to the way in which services have traditionally been delivered.

Our new strategy takes account of this new national agenda to deliver more care closer to where people live, and using technology that would have been unimaginable when the original St George's Hospital first opened its doors on Hyde Park Corner in the 1700s.

Our strategy is founded on four key priorities; providing **strong foundations**, delivering **excellent local services**, **closer collaboration** and offering **leading specialist healthcare**. This document describes these priorities in more detail, and what we need to do to realise these ambitions.

Many of the long-standing issues we face – including our ageing estate at St George's Hospital, and fragile information technology infrastructure across all our sites – will not be solved overnight; and delivery of our strategy will be dependent on our ability to target investment in these key, fundamental aspects of patient care.

It is also important to our 9,000 staff, who regularly go above and beyond to deliver some of the best care and treatment both nationally, and internationally. However, we mustn't rely on this good will, or the willingness of staff to continue to work in old buildings using outdated technology. A big part of championing our staff is making their working lives easier, and this is a running theme through our new strategy.

These are challenging times for the NHS but we remain optimistic about the future. By shaping what we do, and how we engage with partner organisations, our new strategy will bring us closer to delivering outstanding care, every time for our patients.



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will enable us to
deliver outstanding
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Executive summary

St George's is a great organisation, with a proud past, a world-class offering for patients today, and a bright future.

Our new strategy will ensure we continue to meet the demands of the populations we serve – and provide staff, patients and key stakeholders with clarity about what we want to achieve as an organisation.

Our vision

Our vision is to provide outstanding care, every time for patients, staff and the communities we serve.

How we will achieve this

Our new strategy will help us realise this vision, while also tackling the significant financial, workforce and estates challenges that we – like much of the NHS – face.

Our strategy is based on four key priorities. These are:

STRONG FOUNDATIONS

We will be an organisation with strong foundations, providing outstanding care, every time.

We will ensure we have the fundamentals in place, including a culture of quality improvement. We will provide the right care in the right place at the right time; invest in our staff; balance our books financially; upgrade our buildings and hospital estate; and improve our digital infrastructure.

EXCELLENT LOCAL SERVICES

We will be a provider of excellent local hospital services for the people of Wandsworth and Merton. We will seize the opportunities identified by our patients, staff and partners to offer planned care (such as outpatient appointments) that is designed around the lives of our patients and delivered using the latest technology; and offer more same day emergency care, so that more patients can be seen, treated and discharged without needing to be admitted to a hospital bed.

CLOSER COLLABORATION

We will be a leading partner in delivering joined up, sustainable health services for people across south west London. We will work more closely with our local GPs, community services and other hospitals in the area to ensure that patients get the right care in the right place at the right time. We will also work in partnership to respond to the changing needs of our ageing population, and help support the financial sustainability of the wider NHS.

LEADING SPECIALIST HEALTHCARE

We will be a provider of leading specialist healthcare for the people of south west London, Surrey, Sussex and beyond. We will strengthen and develop our specialist services, working in partnership with other Trusts across south west London and beyond. Crucially, this will involve continuing to be the major trauma centre for the region, and acting as a major centre for cancer, children's and neuroscience services. We will continue to develop our growing strength in research. We will also continue to play a key role in training the next generation of clinicians, in partnership with St George's, University of London.

These are the priorities that will drive what we do, and inform the key decisions we take, for the next five years; and they are set out in more detail on page seven.

Our vision is to provide outstanding care, every time for our patients, staff and the communities we serve.

We will do this through four priorities. The graphic below sets these out, as well as the detailed actions we will take to achieve our vision of providing outstanding care, every time.



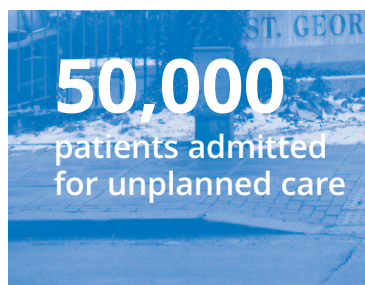
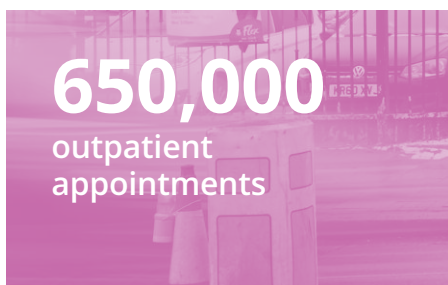


The context

St George's is a great institution, with a proud past, a world-class offering for patients today, and a bright future.

The original St George's Hospital first opened its doors in the 1700s, and has made a significant mark on the practice of medicine world-wide in the three centuries since, from the development of the world's first vaccine to the world's first ever computed tomography (CT) scan on a human being.

Today, St George's is one of London's biggest and busiest hospital Trusts. We provide services out of two main hospital sites (St George's Hospital in Tooting and Queen Mary's Hospital in Roehampton), as well as health centres, GP surgeries, schools and people's homes.



St George's Hospital is one of four major trauma centres in London, and home to hyper acute stroke and heart attack centres.

In addition, we are also:

- **a major centre for cancer services:**
St George's Hospital is one of only two designated children's cancer centres in London, in partnership with the Royal Marsden, and one of the largest centres for cancer surgery/chemotherapy in London
- **one of London's biggest children's hospitals:** We are home to one of only four paediatric trauma units in London, the only paediatric intensive care unit in south west London, in the top three centres for specialist paediatric surgery in London,¹ and a centre of excellence in fetal medicine
- **a major centre for neurosciences:**
We are the third largest centre in London for neurosurgery and the second largest centre in London for neurology² – offering innovative new treatments for patients, such as the country's first 24/7 mechanical thrombectomy service, surgically removing blood clots from the brain for patients who have had a stroke.

Our clinical teams also have growing influence in research, with more clinical trials undertaken during 2017/18 than ever before, benefitting from St George's, University of London being co-located on the St George's Hospital site in Tooting.

This means that we have a huge amount to be proud of – and we can be optimistic about what more St George's can achieve over the next five years.

Our changing population, and national and local priorities for the NHS, need to shape our future direction

However, the population we serve, and the priorities of the wider NHS, are changing.

Across England, the population is ageing, with the result that the NHS has to meet the needs of more patients who are sometimes frail, who are more likely to develop cancer, and who often have one or more long-term conditions such as diabetes or dementia.

Wandsworth and Merton are both relatively affluent boroughs, despite pockets of deprivation, and their populations are also relatively young. Nevertheless, that national trend also applies here.

The way we live is also changing – the food we eat, the activity and work we do, the way we interact – and that also means different challenges for the NHS. More than half of adults in Wandsworth and Merton are now overweight or obese.³ Again this means that the NHS needs to meet the needs of more people with cancer or long-term conditions such as diabetes.

Public awareness and concern about different health conditions is also changing. There is growing visibility of the longstanding, previously unmet health needs of children and adults with mental illness or a learning disability, who die on average 15-20 years earlier than the general population.⁴

That means the key health challenges facing the NHS in south west London are changing – and we need to respond as an organisation.

¹ Dr Foster, 2017/18 data, ² Dr Foster, 2017/18 data, ³ Merton Joint Strategic Needs Assessment (2015), Wandsworth Joint Strategic Needs Assessment (2017), ⁴ NHS Long Term Plan (2019)



In this changing environment, the NHS set out a new set of national priorities in the Long Term Plan, published in January 2019.

This included a focus on:

- integrated local care systems, with local providers and commissioners collaborating to take responsibility for the health of local populations
- stronger networks of GPs and community services with a focus on preventing illness and managing more long-term conditions in the community
- radically transformed outpatient services within acute hospital settings – with patients able to interact with the hospital online or by phone, and hospital consultants working closely with GPs to avoid patients being sent for unnecessary trips to hospital
- patients increasingly being diagnosed, treated and discharged in one day in emergencies; rather than needing to be admitted to a hospital bed
- specific commitments relating to a range of priority areas, including maternity and children's services, cancer and stroke.

At a local level, the NHS and local government in Merton and Wandsworth have proposed priorities that reflect these national ambitions:

	Merton	Wandsworth
Start well	<ul style="list-style-type: none"> • Emotional wellbeing and mental health • Children's and young people's community services • Developing pathways to adulthood 	<ul style="list-style-type: none"> • Childhood obesity • Risky behaviours • Children's and young people's mental health
Live well	<ul style="list-style-type: none"> • East Merton Model of Health and Wellbeing • Diabetes • Primary mental health care • Primary care at scale 	<ul style="list-style-type: none"> • Integrating physical and mental health approaches • Chronic disease management – diabetes
Age well	<ul style="list-style-type: none"> • Integrated health and social care 	<ul style="list-style-type: none"> • Isolation • Dementia • Health and social care integration

We've engaged with more than 500 staff and patients over the past year, all of whom have helped develop our strategy for the future

We have held nine dedicated events open to the public, 15 events for staff, and two events for diverse groups of patients, staff and wider stakeholders.

We have held meetings with local GPs, patient groups, trade unions and clinical and managerial leadership teams at the Trust.

We have also communicated regularly with staff, stakeholders and patients about the development of our strategy, and opportunities for them to get involved.

All this has informed the analysis of our strengths, weaknesses, opportunities and threats that our strategy is built upon, as set out on the page opposite.

Strengths	Weaknesses
<ul style="list-style-type: none"> • Comprehensive services • Clinical excellence • Our 9,000 staff • Partnership with St George's, University of London, and our growing influence in research • Partnerships (with GPs and community services, other local hospitals, the voluntary sector) 	<ul style="list-style-type: none"> • Estates, with a large maintenance backlog and the current arrangement of our services • Financial position • Digital infrastructure • Quality issues: while St George's offers some of the best care in the country in places, we also know we have more to do to deliver outstanding care, every time
Opportunities	Threats
<ul style="list-style-type: none"> • Improve patient outcomes in key national and local priority areas (e.g. cancer) • Build on and develop our specialist services, working in partnership with other Trusts across south west London and beyond • Deliver planned care in a way that better fits around our patients' lives, including use of innovative technology and working in closer partnership with GPs • Offer more same day emergency care, so that if patients do have an emergency they can be seen, treated and discharged without needing to be admitted to a hospital bed overnight - Deliver services differently, e.g. by using a different combination of workforce skills 	<ul style="list-style-type: none"> • Financial constraints (for St George's and for the partners we rely on in south west London and beyond) • Growing demand for our services • Our ability to recruit or retain all the staff we need

This analysis of our strengths, weaknesses, opportunities and threats has led us to a strategy focused on four priorities to support delivery of our vision of providing outstanding care, every time: namely **strong foundations**, **excellent local services**, **closer collaboration**, and **leading specialist healthcare**.

The following chapters set out that strategy in more detail.



Strong foundations

An organisation with strong foundations that provides outstanding care, every time

We will provide outstanding care, every time

As we look to the future, our staff, stakeholders and patients rightly have ambitious ideas about what St George's can achieve over the coming five years. But while some of our services are among the best in Europe, we know there are times when we do not deliver to that high standard – and our first objective has to be to provide outstanding care, every time.

Our aim is to embed quality improvement throughout the organisation, and we have established a Quality Improvement Academy at the Trust to make this ambition a reality. Ultimately, our aim is for the quality of care we provide to be outstanding across the organisation. This focus on quality will remain a major priority for the Trust over the coming five years, and drive everything we do.

We will provide the right care, in the right place, at the right time

We know that across the NHS, partly due to rapidly growing demand for healthcare, too many patients end up waiting longer than they should to receive care – whether that is patients waiting too long in A&E, or waiting too long for a diagnosis or operation.

At St George's, patients attending our emergency department (ED) are being seen more quickly than in the past, despite significant increases in the number of people attending. St George's performs well against national standards for the speed at which cancer patients are seen, and diagnostic tests carried out. Patients referred to St George's today are more likely to be treated within 18 weeks than they were in the past.

But we know we have further to go, and so over the coming five years one of our key priorities will be to see, diagnose and treat patients more rapidly – publicly reporting against, and meeting, all national performance standards for all our services.

We will invest in our staff

Our staff are our most valuable asset, and consistently seen as such by the public and our wider stakeholders. Investing in and supporting our staff will be key to successfully delivering our strategy.

Our ambition is to be an employer of choice in south west London, working in genuine partnership across the local health economy, ensuring we have the right workforce to deliver our strategy.

For us, this means having an empowered workforce that is both modern and flexible, with a culture that supports people to deliver their best.

Our focus for the next five years is to radically change the culture of our organisation, so that we make greater use of new and innovative roles, by recruiting and developing more specialist nurses, associate physicians and allied health professionals.

We will invest in the continuous professional and personal development of our staff; tackle bullying and harassment head on; improve the health and wellbeing of our staff; become a model diversity and inclusion (D&I) employer; and continue to grow and develop our leaders of the future.

We will also continue to champion our organisational values, which are a key part of making St George's a place people want to work.

Our forthcoming workforce strategy will set out this ambition in more detail.

We will balance the books and invest in our future

A combination of rapidly growing demand for healthcare and slower growth in funding has been a major challenge for the NHS as a whole in recent years, and St George's is no exception.

We have made progress in improving our financial position in recent times, but clearly we have further to go. Over the next five years, we will:

- work with our system partners to create a five year plan which places the south west London health economy as a whole on a sustainable financial footing, and is consistent with the NHS Long Term Plan
- utilise Model Hospital and Getting It Right First Time (GIRFT) initiatives to

drive greater efficiencies as well as improvements in patient care

- embrace digital technologies to support transformational change across our services, particularly in relation to how outpatient services are delivered
- further reduce our financial deficit in 2019/20 with an intention to eliminate it within two years.

Our medium term financial plan will set out this ambition in more detail later in 2019.

We will improve our buildings and hospital estate at St George's

The Trust has an ageing estate at St George's Hospital that has suffered from a lack of investment over a number of years, and we now face a maintenance backlog across the Trust in excess of £200 million.

To enable us to deliver our strategy, key priorities for our estate over the coming years will include:

- investing in the quality of our buildings and hospital estates, maintaining operational stability, functionality and statutory compliance
- making best use of the space we have available, avoiding overcrowded areas on the one hand or underused spaces on the other, and making sure our services are optimally located across our sites
- ensuring that our buildings enable services to be delivered in line with the 'service model for the twenty first century' set out in the national NHS Long Term Plan (for instance with more

virtual outpatient clinics, or an expansion in ambulatory care)

- ensuring that our buildings enable us to give the best possible care to our ageing population, with the increase in dementia and frail older patients that entails.

Our forthcoming estates strategy will set out this ambition in more detail.

We will ensure our staff and patients have access to the digital technology and information they need, when and where they need it

Easier access to information, including through digital technology, is reshaping the way we live our lives, and the way we access and interact with services. The opportunities in healthcare were a consistent theme in our engagement with our staff, patients and local partners such as GPs.

Many of our patients told us they want easier access to information about their condition or clinical expertise on how to manage it – including being able to access that information online or by phone, rather than making a trip to hospital. Many of our staff also want easier access to the clinical information they need to make decisions about their patients, such as the results of diagnostic tests or previous treatment carried out elsewhere.

The Trust has made significant progress in seeking to seize these opportunities, but we know we have much further to go.

Over the next five years, a major priority for St George's will be to:

- give our staff access to the information and tools they need, when and where they need it – such as integrated electronic health records at St George's and across south west London, and greater use of clinical support tools such as those based on voice recognition or artificial intelligence
- give our patients access to the information they need, when and where they need it – including greater ability to make and change appointments online or by text, and to access clinical information or expertise online or over the phone (for instance through patient portals, apps and virtual outpatient appointments).

This will underpin the implementation of the objectives set out in the rest of this strategy, and help deliver efficient, high quality and safe clinical care to our patients.

Our digital strategy will set out this ambition in more detail later in 2019.



Excellent local services

A provider of excellent local hospital services for the people of Wandsworth and Merton

A key part of our vision is for St George's to be a provider of excellent local hospital services for the people of Wandsworth and Merton.

We will provide planned care that fits around our patients' lives, using the latest technology

Our patients have told us they want the care we offer to be designed around them – minimising the number of trips they have to make to hospital, supporting more diagnosis and treatment of conditions in the community, offering more of a 'one stop shop' when they do need to come to hospital rather than a series of appointments spread out over time, and giving them more choice about when they come to hospital.

Patients, our staff and our local GPs told us they wanted this to be enabled by better use of technology, with patients able to communicate with clinicians by phone or online as well as face to face, and hospital staff and GPs supported by technology to work together in caring for their patients. Improving our outpatient services has been a major priority for the Trust over the past few years, and we have made significant progress, making greater use of digital technology and introducing a range of new models of care.

But we know we have further to go, and that is why a priority for St George's over the coming five years will be to transform our outpatient offering.

For our patients, this will mean:

- their valuable time is treated with respect: patients' assessment, diagnosis, treatment and care is coordinated into a single attendance as far as possible. Patients with multiple comorbidities (e.g. older people with multiple long-term conditions) are able to access joint clinics. Patients are admitted for their surgery on the day where possible, at the right time, and with all pre-operative work completed in advance
- care is delivered closer to home. Patients have the information and tools they need to manage their own health and care. GPs have timely access to all of the information and tools that they need to support patient care within primary care as far as possible, including advice and guidance from St George's staff. Patients who do not need to come to hospital receive their care virtually (e.g. by video, phone, letter or via a portal)
- care is delivered when patients need it. Patients with ongoing or urgent needs are able to access the right clinical expertise when they need it.

Patients can choose the date and time of their appointments.

For the Trust, this will mean:

- provision of more virtual clinics, better use of the non-consultant workforce (allied health professionals, specialist nurses, associate physicians), and supporting more patients to be cared for at home/in primary care, freeing up space and workforce to develop and grow more innovative, specialist treatments for the people of south west London and beyond, enabling us to be responsive to changing patient demand
- our estate supports the delivery of safe, caring, effective care. Greater use of virtual clinics, and rationalisation of what is provided where, supports improvement to the physical environment that patients and staff experience
- better use of resources: our workforce is deployed in a way that gets maximum patient benefit from every taxpayer pound we spend. Technology supports clinicians to review patient cases more efficiently (e.g. through virtual clinics, patient apps).

Going beyond outpatient care, we will look to continue developing services so that we can deliver more surgery on the day, so that fewer patients have to stay in hospital overnight after an operation.

We also know that when patients need surgery, their lifestyle in the lead up to and after an operation has a significant impact on their outcomes and recovery times. Building on recent innovations at St George's such as 'surgery school' to help prepare cancer patients for operations, we will also seek to become a leader in the care we offer to patients before and after surgery, minimising the amount of time they need to take out of their lives to spend in hospital, and maximising the benefit of their time with us.

Finally, we will continue to make improvements to the way our maternity services are delivered, in line with national ambitions for care to be safer and more personalised, incorporating mental health support where it is needed, providing women with easier access to maternity notes and other information including via smartphone, and based on continuity of carer, stronger multi professional working, and organisations working together across boundaries.

"We will use technology to improve how we deliver care."



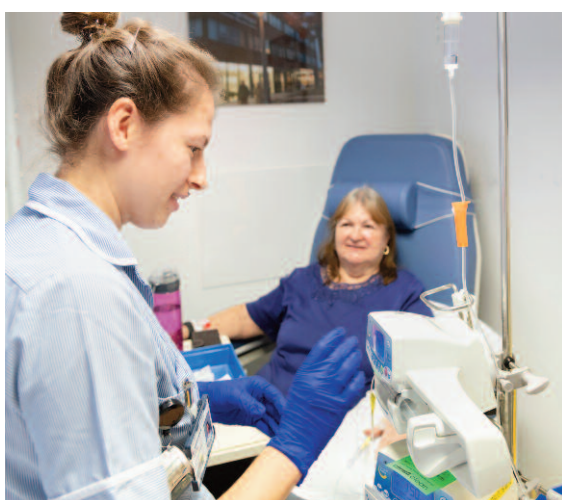
We will provide more same day emergency care

Every year, around 150,000 people are seen in our emergency department at St George's Hospital, making it one of the busiest departments in the country.

One of the key priorities in the national NHS Long Term Plan is to reduce pressure on emergency hospital services, including by offering more same day emergency care – so that more patients are diagnosed, treated and discharged on the same day, rather than being admitted to hospital overnight.

A priority for St George's over the coming five years will be to offer more same day emergency care, focusing on:

- improving access to ambulatory care services (for instance, by exploring extended opening hours)
- making more ambulatory care provision available for particular conditions, such as gastroenterology
- ensuring we have the right capacity to provide same day emergency care for more vulnerable groups, such as the frail elderly
- reflecting our desire to provide more ambulatory care in our estates strategy.





Closer collaboration:

A partner in delivering joined up, sustainable health services for people across south west London

Our vision for St George's over the next five years is as a proactive partner in the wider health and care system, collaborating with others to ensure that patients get the right care, in the right place, at the right time.

We will work with our partners to offer care closer to home

In helping us develop this strategy, patients told us that they wanted to receive the right care as close to home as possible, avoiding trips to hospital where they could.

We know this is possible – both for emergency care and planned care – as evidenced by pilot projects undertaken in other parts of England. We also have examples here at St George's. For example, a range of recent partnership initiatives between St George's and our local GPs are showing positive early signs that with the right advice and guidance from hospital consultants to GPs and better triage of referrals, more patients can be supported in the community and unnecessary referrals for outpatient appointments avoided.

A key priority for St George's over the coming five years will be to work with our partners in primary and community care to help them support more patients in the community, thereby avoiding unnecessary emergency trips to our emergency department or avoidable hospital outpatient appointments.

We will work with partners to respond to the changing needs of our ageing population

Our population is getting older, which means that we will need to support more people with long term conditions, more people who are frail, and more people with dementia.

Our strategy is to work with partners to ensure that we are able to provide the best possible care to the changing needs of our ageing population, by:

- ensuring that St George's sites are appropriate environments for frail older people
- adapting our services, such as outpatient clinics or ambulatory care services, to better meet the needs of frail older people
- acting as a source of expertise and support for partners across the health and social care system (e.g. by providing training and support to nursing and care homes)
- working with partners to ensure the care that different organisations provide is seamless for our patients (e.g. through more integrated patient record sharing, or collaboration with community health and social care services to discharge older patients as soon as they are ready to go home).

We will also work with partners to ensure our services cater to the needs of our whole population: for instance, with voluntary organisations to support more vulnerable patient groups in our emergency department, with South West London and St George's Mental Health Trust to better support patients with long term conditions and mental illness, or patients with mental illness who present to our emergency department in a crisis. We will continue to provide additional support to patients with a learning disability to ensure they receive outstanding care, every time when they come to St George's, in line with the NHS Long Term Plan.

We will work with neighbouring hospitals to ensure patients get the right care, in the right place, at the right time

In addition to close joint working with our local GPs, community and social care services, St George's will also strengthen our partnership working with other hospitals in south west London and beyond.

We know that there is an opportunity to offer care closer to home. Large numbers of patients come to St George's from across south west London for common treatments that could be provided to an equally high standard by district general hospitals closer to where they live, such as Croydon, Kingston or Epsom and St Helier. Similarly, many patients who require rarer, more complex care and treatment are travelling across London to receive it, when St George's would be able to offer them the same specialist treatment if our staff and theatres were freed up to do so.



We also know that there is an opportunity to improve the quality of the care we offer to patients, either by reducing unwarranted variation across south west London, or by concentrating expertise in the delivery of more complex care in the way that we have already done in some services such as stroke or major trauma services.

By collaborating we can improve the timeliness with which patients access care, offering patients access to treatment at another hospital in south west London if their first choice of hospital has longer waiting lists.

Finally, we know that by collaborating with other hospitals across south west London we can support the sustainability of the hospital sector across our region. Together, we can save money through collaboration on areas such as procurement; and together, we can tackle our workforce challenges: e.g. in areas where there is a scarcity of experienced staff, it can be difficult for all four hospital Trusts across south west London to provide 24/7 on call rotas. Working together could make it easier to provide that on call cover across the region.

We have made important progress against these opportunities, collaborating with other Trusts in a range of areas from pathology to orthopaedic surgery, but we know there is more we can do together.

So a key priority for St George's over the coming five years will be to work collaboratively with our partner hospitals across south west London – and for some of our specialist services, across the wider south London footprint and beyond.

Through that collaboration we will deliver:

- the right care: reducing unwarranted variation in clinical practice and processes, implementing evidence-based standardised clinical practice, and ensuring more specialist treatments are delivered at sufficient scale to deliver high standards of care
- care in the right place: improving access to services, enabling patients to access both common treatments and rarer, more specialist care as close to home as possible within south west London
- care at the right time: improving waiting times by making the best use of the capacity available across St George's and our partner hospitals
- sustainable NHS services in south west London: including collaborating with our partners on financial challenges
- the best use of our limited workforce through joint working
- better use of digital technology to meet the needs of our patients.

We will work with neighbouring hospitals to ensure patients get the right care, in the right place, at the right time.



Leading specialist healthcare

A provider of leading specialist services for the people of south west London, Surrey, Sussex and beyond

We will continue to be the main provider of specialist services for our region, including as the major trauma centre.

St George's provides a wide range of specialist services for the people of south west London, Surrey, Sussex and beyond – services not provided by most hospitals, but by a smaller number of specialist centres of expertise.

For example:

- patients from across south west London, Surrey and Sussex who have suffered major trauma are brought by ambulance or helicopter past other local hospitals to St George's, as a major trauma centre
- patients from across south west London, Surrey and Sussex in need of a kidney transplant come to St George's
- St George's is the busiest of London's eight designated heart attack centres
- our fetal medicine service is a national leader, with women and their babies coming from across the south east of England or even further afield
- patients come to St George's for thoracic surgery from across south west London, Surrey and Sussex
- St George's critical care unit is by far the largest in south west London, with other hospitals across the region referring patients to us
- our vascular service is one of the largest in the country, with patients travelling from across south west London, Surrey and Sussex for treatment at St George's
- patients come to St George's from across the region for bone marrow transplant
- St George's is one of only two tertiary lymphoedema clinics in the country
- patients are referred from across the region for specialist clinics in diabetes, endocrinology, dermatology, rheumatology and respiratory medicine
- St George's is the south west London hub for services catering to patients with intestinal failure, and the joint lead for the south London hepatitis network
- St George's is the largest clinical infection unit in south London, with patients travelling to the hospital from across south west London and Surrey
- patients requiring more complex surgery are referred to St George's from across south west London and in some cases from across the country. For instance, patients come from across the country for bariatric surgery, and from across the region for complex maxillofacial surgery and



dental surgery; St George's is the only tertiary voice disorders unit in south west London, is the tertiary referral centre for complex stone disease, lower urinary tract reconstruction and neuro-urology; and the hospital incorporates the largest pelvic and acetabular fracture unit in the south of England, providing specialist services not available in other hospitals.

For patients across south west London, Surrey and Sussex, these services are a life-saving asset, and in many cases we are national leaders in the relevant field.

A key part of our strategy for the coming five years will be to strengthen and further develop these specialist services, offering patients in south west London, Surrey, Sussex and beyond a growing range of pioneering treatments for the most complex conditions.

We will do so working in increasingly close partnership with other hospitals across the region – both local district general hospitals (such as Epsom and St Helier, Croydon, Kingston, Ashford and St Peter's, Royal Surrey County Hospital, Frimley Park, Surrey and Sussex Healthcare, East Sussex Healthcare and Western Sussex Hospitals) and other specialist hospitals (such as Guy's and St Thomas', King's College Hospital, Moorfields and the Royal Marsden). By working in partnership with these other hospitals we will seek to ensure that patients get the right care in the right place at the right time.

We will be a major centre for cancer, children's services and neurosciences

Cancer

Across the country, cancer is now the biggest cause of premature death among children and young people aged 5-14 years,⁵ and it is now the leading cause of death for people of all ages locally.⁶ One in two people in the UK will experience a cancer diagnosis at some point in their lives.⁷

Cancer accounts for 10% of all activity at St George's, touching most specialties across the Trust and accounting for almost one in six operations carried out here. We are one of only two designated children's cancer centres in London (in partnership with the Royal Marsden, with all surgery undertaken at St George's), the second largest provider of brain cancer services in London, the second largest centre for skin cancer in the country after the Christie NHS Foundation Trust, and the largest centre in the country for penile cancer.

The NHS Long Term Plan sets out ambitious plans for improving the treatment of cancer. At St George's, we share those ambitions, and so we will make development of our services as a cancer centre a key priority for the coming five years, making available additional treatments and working closely with our partners such as the Royal Marsden, the West London Cancer Alliance, and our local GPs. A key part of our ambitions for the coming years will be the development of a rapid diagnostic centre, co-located with some of our existing cancer services, enabling us to diagnose more cancers at an early stage, and supporting hundreds of our patients to live longer lives.

⁵ NHS Long Term Plan (2019), ⁶ Wandsworth Joint Strategic Needs Assessment (2017),

⁷ Research by Cancer Research, accessible at www.cancerresearchuk.org

Children's services

Across south west London, children under the age of 16 account for one in five of the local population.⁸ Paediatric patients account for approximately 20% of the Trust's admissions, touching specialties across the hospital.

St George's provides a range of specialist paediatric services, operating at the centre of a network covering south west London, Surrey and Sussex. This includes being one of London's four paediatric major trauma centres; providing a paediatric intensive care unit and high dependency unit; offering tertiary specialties such as neurology, respiratory, endocrinology, infectious diseases, haematology and gastroenterology; being one of London's two paediatric oncology centres (in partnership with the Royal Marsden); offering a neonatal unit for the most unwell babies, along with neonatal surgery and fetal medicine. We also provide a range of surgical services catering to children from across south west London, Surrey and Sussex, and are in the top three centres in London for specialist paediatric surgery. This makes us one of the largest children's hospitals in London.

One of the national priorities in the NHS Long Term Plan is to give children and young people a strong start in life, including through improvements to neonatal care, care for children with long term conditions such as asthma, epilepsy and diabetes, paediatric critical care and surgical services.

St George's will therefore make improvements to our services for children a key priority for the coming years, working closely with our partners such as the Royal Marsden and the South London Operational

Delivery Network, building our reputation as one of London's major children's hospitals and delivering outstanding care for children across south west London, Surrey, Sussex and beyond.

Neurosciences

Neurological conditions are among the leading causes of death and disability nationally: stroke is the fourth single leading cause of death in the UK and the single largest cause of complex disability, affecting around one in six men and one in five women;⁹ one in three people born in the UK this year will develop dementia in their lifetime.¹⁰

Neurosciences accounts for 12% of all activity at St Georges, and we are one of the largest neuroscience centres in London – the second largest in neurology, and third largest in neurosurgery¹¹. St George's offers a wide range of innovative services, from leading national services relating to treatment of functional disorders and Tourette's syndrome, to being the only 24/7 thrombectomy service in the UK (surgically removing clots from the brain for stroke patients).

The NHS Long Term Plan commits the NHS to a range of actions that would result in the NHS having the best performance in Europe for people with stroke.

Locally, we also know that better access to neurorehabilitation in south west London would have a significant positive impact on patient outcomes and experience, and help hospitals across the region to treat and discharge patients with neurological or spinal injuries more quickly, thereby improving access to hospital beds and A&E waiting times for other patients.

⁸ ONS population estimates (2017), ⁹ Stroke Association, State of the Nation: Stroke Statistics (2018),

¹⁰ Research for Alzheimer's UK, accessible at www.alzheimersresearchuk.org, ¹¹ Dr Foster, 2017/18 data

St George's will make development of our neurosciences services a key priority for the coming years, working closely with our partners such as district general hospitals across south west London and the South London Neurosciences Operational Delivery Network, cementing our reputation as one of London's major centres for neurosciences and delivering outstanding care for patients across south west London, Surrey, Sussex and beyond.

In pursuing all of these ambitions we will also invest appropriately in relevant support services.

We will pursue commercial opportunities that enable us to invest more in NHS patient care

Our position as a provider of leading specialist services, developing innovative new treatments for patients, presents St George's with commercial opportunities that could enable us to spend more money on patient care. We have strengths in training and education, clinical support services (such as pharmacy), and clinical tools (such as software developed by St George's clinicians to support them in their work), which other parts of the NHS could benefit from.

We will seek to continue developing these strengths not just for St George's patients, but as a commercial offering for other parts of the NHS, thereby enabling us to spend more funding on patient care.

We will develop tomorrow's treatments today, through innovation, research and training

St George's has a proud history of being at the forefront of developing new treatments for the benefit of patients. Our key partnership with St George's, University of London, enables us to work together on fundamental, translational and clinical research, where we have a growing role. More than 10,000 patients were recruited into clinical research trials in 2018/19, more than ever before, and we featured amongst the top ten Trusts in England for participation in life science industry research in 2017/18.

As one of London's teaching hospitals, we also work together with the university to help train the clinicians of the future and offer innovative education.

Over the coming five years, we will:

- continue to build on our partnership with St George's, University of London to increase our impact through research, setting out our priorities in more detail in our forthcoming research strategy
- continue to apply the latest clinical innovations to the services we offer to our patients, from the latest in medical science (such as genetically targeted treatment) to the latest technological advances (from robotic surgery to the use of artificial intelligence in healthcare)
- continue to develop the next generation of clinicians, setting out our plans in more detail in our forthcoming training strategy.



Implementing our strategy

This strategy was approved by the Trust Board at St George's in March 2019, and published on 23 April.

We are committed to our vision of delivering outstanding care, every time for our patients – and this strategy will help make this a reality.

The delivery of this five year strategy will be driven through annual business planning and priority setting, with all decisions – be they quality, operational, financial, or strategic – linked to the four over-arching priorities set out in this document.

The Trust Board will track progress against the strategy on a regular basis, with deliverables clearly set for individual directors, clinicians and managerial teams.

We are determined that the strategy will drive everything we do, and the Trust will monitor and track progress to ensure delivery.

We will continue to listen and engage with patients and staff about our strategy through existing forums and meetings, so it becomes an integral part of decision making and day to day service delivery.

We will also clearly communicate the progress we are making, and ensure that both successes and challenges are shared and widely publicised.



What this means for individual services

Acute and general medicine, emergency department, and senior health services at St George's

Acute and general medicine, emergency department, and senior health services at St George's support patients presenting to hospital in an emergency; deliver diagnosis, management and non surgical treatment of diseases; and work with services across the Trust to ensure older patients get the care they need. St George's is one of four major trauma centres in London, receiving patients by ambulance and by helicopter.

For our acute and general medicine, emergency department and senior health services, this strategy means:

- **strong foundations:** continuing to deliver improvements in financial and operational performance and in the quality and safety of our services and continuing to improve our digital offer and IT infrastructure, our estate and investing in our workforce
- **excellent local services:** offering planned care designed around our patients' lives (for instance with new models of outpatient care, particularly for frail older patients), and continuing to develop our same day emergency care offer for patients with a wide range of conditions
- **closer collaboration:** helping GPs to support patients with a range of conditions in the community, avoiding unnecessary trips to hospital; working with a range of partner organisations to ensure patients with additional needs (such as mental illness) get the care they need in our emergency department; and working with partners across the health and care system to respond to the changing needs of our ageing population
- **leading specialist healthcare:** continuing to act as the major trauma centre for south west London, Surrey and Sussex, and continuing to develop our strengths in research and training.

Cancer services at St George's

Cancer accounts for 10% of all activity at St George's, touching most specialties across the Trust and accounting for almost one in six operations carried out here. We are one of only two designated children's cancer centres in London (in partnership with the Royal Marsden, with all surgery undertaken at St George's), the second largest provider of brain cancer services in London, the second largest centre for skin cancer in the country after the Christie, and the largest centre in the country for penile cancer.

For our cancer directorate, this strategy means:

- **strong foundations:** continuing to deliver improvements in financial and operational performance and in the quality and safety of our services and continuing to improve our digital offer and IT infrastructure, our estate and invest in our workforce
- **excellent local services:** delivering and focusing on person centred care in outpatients and planned care, for example delivering more one stop and virtual clinics
- **closer collaboration:** working closely with primary care to improve early diagnosis of cancer through the development of a rapid diagnostic centre, and continuing to develop our partnerships with other Trusts in south west London so that patients can access the right care, in the right place, at the right time
- **leading specialist healthcare:** continuing to develop our specialist cancer services as a key priority for the coming five years, working closely with our partners such as the Royal Marsden.

Cardiac, vascular and thoracic surgery at St George's

Patients come to St George's from across south west London, Surrey, Sussex and beyond for specialist cardiac, thoracic and vascular surgery. We are one of eight designated heart attack centres in London, one of the largest aortic practices in Europe, and one of only 31 thoracic centres in the UK.

The cardiac, vascular and thoracic surgery directorate is also integral to both our cancer services and also our major trauma centre status.

For our cardiac, vascular and thoracic surgery directorate, this strategy means:

- **strong foundations:** continuing to deliver improvements in financial and operational performance and in the quality and safety of our services and continuing to improve our digital offer and IT infrastructure, our estate and invest in our workforce
- **excellent local services:** delivering person centred care in outpatients and planned care, for example by expanding our offer of one stop and virtual clinics, or providing more day surgery
- **closer collaboration:** working with other acute Trusts across south west London and beyond to ensure a high quality, financially sustainable set of cardiac, vascular and thoracic surgery services across the region
- **leading specialist healthcare:** continuing to develop specialist treatments, working in a network with other acute Trusts across south west London, Surrey and Sussex; and developing our growing strength in research and training in these fields.

Cardiology at St George's

The Cardiology Clinical Academic Group (CAG) enables St George's to be one of eight designated heart attack centres in London, and patients come to St George's from across south west London for specialist cardiology services.

We are credited with an internationally recognised portfolio of services including inherited cardiac conditions, sports cardiology, complex angioplasty and transcatheter aortic valve implantation (TAVI).

The cardiology CAG is also integral to our major trauma centre status.

For our cardiology CAG, this strategy means:

- **strong foundations:** continuing to deliver improvements in financial and operational performance and in the quality and safety of our services and continuing to improve our digital offer and IT infrastructure, our estate and invest in our workforce
- **excellent local services:** delivering and focusing on person centred care in outpatients and planned care, for example, developing and expanding multi-disciplinary teams, improving operational processes and patient pathways, e.g. expanding the current offer of onestop and virtual clinics, and developing GP direct access diagnostics
- **closer collaboration:** supporting primary and community health services to deliver care closer to home, avoiding unnecessary admissions or trips to hospital, consolidating networks with our partner Trusts, and improving our services in south west London together
- **leading specialist healthcare:** continuing to develop specialist treatments, working in a network with other acute Trusts across south west London, Surrey and Sussex, and developing our growing strength in research and training in these fields.

Children's services at St George's

The children's directorate comprises paediatric acute medicine, paediatric medical specialities, community services, critical care, paediatric oncology, paediatric surgery and urology, as well as newborn services including newborn critical care.

The directorate at St George's is one of the largest in London. We are one of only two designated cancer centres for children in London in partnership with the Royal Marsden, and one of four paediatric trauma units in London, with the only paediatric and newborn intensive care units in south west London.

We are also credited with a recognised portfolio of services in London, Surrey and Sussex including infectious diseases, paediatric neurology, neonatal surgery, paediatric oncology and paediatric surgery.

The children's directorate is integral to both our cancer services and also our major trauma centre status; which we could not deliver without the range and depth of paediatric services provided at St George's.

For our children's directorate, this strategy means:

- **strong foundations:** continuing to deliver improvements in financial and operational performance while assuring and improving the quality and safety of our services. We will continue to improve our digital offer and IT infrastructure, our estate and invest in our workforce
- **excellent local services:** delivering improvements and innovations in ambulatory and community care for children. We will also improve our operational processes, patient pathways and services
- **closer collaboration:** avoiding admissions and delivering care closer to home in partnership with primary and community health colleagues, developing further networks with our partner Trusts and improving our services in south west London together
- **leading specialist healthcare:** branding our children's hospital and developing our range of services where it makes sense to do so, continuing to invest in and deliver our existing local, national and regional specialist services, plus working in a network with other Trusts across south London, Surrey and Sussex. We will also continue driving forward further innovation and research through collaboration with regional and national partnerships.

Critical care services at St George's

The critical care directorate includes acute dependency, cardiothoracic intensive care, general intensive care unit, high-dependency and neuro-intensive care services.

We are one of four major trauma centres in London with the largest critical care unit in south west London and host the South London Adult Critical Care Network. The critical care directorate is integral to almost all the services in the Trust, including our cancer services and our major trauma centre status, which we could not deliver without our critical care services.

For our critical care directorate, this strategy means:

- **strong foundations:** continuing to deliver improvements in financial and operational performance and in the quality and safety of our services and continuing to improve our digital offer and IT infrastructure, our estate and invest in our workforce
- **excellent local services:** improving access to critical care at an appropriate level for our partners and patients, and delivering improvements in our operational processes, patient pathways and services
- **closer collaboration:** developing further network links with our partner Trusts, improving our processes for working together, and improving services across south west London together
- **leading specialist healthcare:** continuing to deliver our existing local, national and regional specialist services, driving forward further innovation and research and increasing our range of services where it makes sense to do so.

Diagnostic services at St George's

The diagnostics directorate includes diagnostic and interventional radiology, breast services, clinical genetics and the mortuary.

We are one of 24 clinical genetics services in the UK and one of four based in London. We are also one of 13 genomic medicine centres in England, delivering the 100,000 Genomes Project in partnership with King's Health Partners, and in 2018 became one of seven genomic laboratory hubs in England.

We are also credited with a recognised portfolio of high quality services in London, Surrey and Sussex that includes breast screening, diagnostic radiology, interventional radiology and nuclear medicine.

The diagnostics directorate is integral to both our cancer services and also to our major trauma centre status which we could not deliver without our diagnostic services.

For our diagnostics directorate, this strategy means:

- **strong foundations:** continuing to deliver improvements in financial and operational performance and in the quality and safety of our services and continuing to improve our digital offer and IT infrastructure, our estate and to invest in our workforce
- **excellent local services:** access to diagnostics services for our GPs and patients in outpatients, planned care and urgent and emergency care – delivering and focusing on person centred care with results on the same day, aiming for day surgery to be the default for an increasing number of planned procedures on the same day, and improving our operational processes, patient pathways and services
- **closer collaboration:** making access to diagnostics easier, faster and seven days a week, delivered in partnership with primary and community health services, collaborating on a diagnostic imaging network (including PACS) with our partner Trusts, developing further networks with our partner Trusts, and improving our services in south west London together
- **leading specialist healthcare:** continuing to deliver our existing local, national and regional specialist services, developing a rapid cancer diagnostic centre, driving forward further innovation and research and increasing our range of services where it makes sense to do so.

Neurosciences at St George's

Neuroscience services at St George's support patients who have suffered disease or injury to their nervous system, and include neurosurgery, neurology, stroke services, pain clinics, neurorehabilitation and neuroradiology. The department is the third largest centre in London for neurosurgery, and the second largest centre in London for neurology, offering specialist treatment to patients from across south west London, Surrey, Sussex and beyond.¹²

It is also home to one of London's eight hyper acute stroke units, offering the UK's first 24/7 mechanical thrombectomy service, and offers the only specialist inpatient service for traumatic brain injury in London. Our neuroscience services are also integral to both our ambitions on cancer and our commitment to remaining a major trauma centre.

For our neuroscience services this strategy means:

- **strong foundations:** continuing to deliver improvements in financial and operational performance and in the quality and safety of our services and continuing to improve our digital offer and IT infrastructure, our estate and invest in our workforce
- **excellent local services:** offering planned care designed around our patients' lives (for instance with new models of outpatient care), and continuing to develop our same day emergency care offer for patients with neurological conditions
- **closer collaboration:** helping GPs to support patients with neurological conditions in the community, avoiding unnecessary trips to hospital; working with other acute Trusts across south west London to ensure a high quality, financially sustainable set of neuroscience services across the region; and continuing to strengthen our care for older patients who have dementia
- **leading specialist healthcare:** continuing to develop specialist treatments across the patient pathway, from acute presentation to rehabilitation; working in a network with other acute Trusts across south west London, Surrey and Sussex; and developing our growing strength in research and training in neurosciences.

¹² 2017/18, volume of neurosurgery admissions, volume of neurology admissions, volume of neurology outpatient appointments

Renal, haematology and oncology services at St George's

The renal, haematology and oncology department at St George's supports patients with kidney or blood related conditions, and cancer. The department is the centre for specialist renal and haematology services in south west London, such as kidney and stem cell transplantation, while its oncology services such as chemotherapy form part of St George's major cancer offering (see cancer section on page 36).

For our renal, haematology and oncology department this strategy means:

- **strong foundations:** continuing to deliver improvements in financial and operational performance and in the quality and safety of our services and continuing to improve our digital offer and IT infrastructure, our estate and invest in our workforce
- **excellent local services:** offering planned care designed around our patients' lives (for instance with new models of outpatient care), and continuing to develop our same day emergency care offer for patients with renal or haematological conditions or those living with cancer
- **closer collaboration:** helping GPs to support patients with blood/kidney conditions or cancer in the community, avoiding unnecessary trips to hospital; and working with other acute Trusts across south west London to ensure a high quality, financially sustainable set of renal, haematological and cancer services across the region
- **leading specialist healthcare:** continuing to develop specialist treatments for the population of south west London, working in partnership with other acute Trusts across the region, and developing our growing strength in research and training in renal conditions, haematology and oncology.

Specialist medicine

The specialist medicine directorate at St George's supports patients with dermatological conditions, respiratory conditions, diabetes and endocrine conditions, infectious diseases, rheumatological conditions and gastroenterological conditions. St George's is the largest infection unit in south London, the largest skin cancer unit in London and one of only two lymphoedema tertiary units in the country, and offers the largest service in south west London for diabetes, rheumatology, gastroenterology and respiratory medicine. Our specialist medicine services are integral to both our ambitions for cancer services and our commitment to remaining a major trauma centre.

For our specialist medicine services, this strategy means:

- **strong foundations:** continuing to deliver improvements in financial and operational performance and in the quality and safety of our services and continuing to improve our digital offer and IT infrastructure, our estate and invest in our workforce
- **excellent local services:** offering planned care designed around our patients' lives (for instance with new models of outpatient care), and continuing to develop our same day emergency care offer for patients with a wide range of conditions
- **closer collaboration:** helping GPs to support patients with a range of conditions (in diabetes, dermatology, gastroenterology, rheumatology and chest medicine) in the community, avoiding unnecessary trips to hospital; and working with our emergency department, and acute and general medicine services to further develop our same day emergency care offer for patients with a range of medical conditions
- **leading specialist healthcare:** continuing to act as the centre for specialist services for south west London and beyond in a range of areas, from lymphedema to tuberculosis.

Surgical services at St George's

The surgical directorate includes audiology and audiological medicine, dental, ear, nose and throat (ENT), general surgery, maxillofacial, plastics and trauma and orthopaedics and urology services.

We are one of four major trauma centres in London with the largest critical care unit in south west London. We are also credited with an internationally recognised portfolio of services including melanoma (skin cancer) and penile cancer treatment as well as a recognised portfolio of services in London, Surrey and Sussex.

The surgery directorate is integral to almost all the services in the Trust, including our cancer services and also our major trauma centre status which we could not deliver without our surgical specialties.

Along with other Trusts in south west London we are a founding partner in the South West London Elective Orthopaedic Centre (SWLEOC) and the Joint Referral Unit (JRU), which have improved access to services and outcomes for patients.

For our surgical directorate, this strategy means:

- **strong foundations:** continuing to deliver improvements in financial and operational performance and in the quality and safety of our services and continuing to improve our digital offer and IT infrastructure, our estate and invest in our workforce
- **excellent local services:** delivering improvements in outpatients and planned care including accessibility to clinics both physically and virtually, aiming for day surgery to be the default for an increasing number of planned procedures and improving our operational processes, patient pathways and services
- **closer collaboration:** agreeing changes with commissioners to improve patient pathways, avoiding admissions and delivering care closer to home in partnership with primary and community health services, collaborating on facilities optimisation, developing further networks with our partner Trusts (for instance through the Joint Referral Unit or building on the SWLEOC model) and improving our services in south west London together
- **leading specialist healthcare:** continuing to deliver our existing local, national and regional specialist services, driving forward further innovation and research and increasing our range of services where it makes sense to do so.

Theatre and anaesthetic services at St George's

The theatres and anaesthetics directorate includes anaesthetics, decontamination (sterilisation) inpatient pain, pre-operative care, resuscitation, and theatres services. We oversee 29 different operating theatres (sixth largest in London) with more than 13,000 operations a year carried out for patients in the south of England by our surgical teams at St George's. The theatres and anaesthetic directorate is integral to both our cancer services and also our major trauma centre status which we could not deliver without these services. In addition, anaesthetics cover is also provided at the South West London Elective Orthopaedic Centre (SWLEOC) and South West London and St George's Mental Health NHS Trust.

For our theatre and anaesthetic directorate, this strategy means:

- **strong foundations:** continuing to deliver improvements in financial and operational performance and in the quality and safety of our services and continuing to improve our digital offer and IT infrastructure, our estates and equipment, and invest in our workforce
- **excellent local services:** delivering improvements in peri-operative care (e.g. by building on initiatives like surgery school) and improving our operational processes, patient pathways and services
- **closer collaboration:** continuing to collaborate with our partner Trusts and improving our services in south west London together
- **leading specialist healthcare:** continuing to deliver our existing local, national and regional specialist services, driving forward further innovation and research and increasing our range of services where it makes sense to do so.

Women's services at St George's

The women's directorate includes gynaecology, maternity and obstetric services. We are credited with an internationally recognised portfolio of services, particularly within fetal medicine, fetal surveillance during labour, and care for women with serious conditions relating to the growth of the placenta. In addition, we have a thriving research department.

For our women's directorate, this strategy means:

- **strong foundations:** continuing to deliver improvements in financial and operational performance and in the quality and safety of our services and continuing to improve our digital offer and IT infrastructure, our estate and invest in our workforce
- **excellent local services:** achieving the aims of the Better Births forward view (better continuity of carer, perinatal mental health, personalised care and safer care), and improving our operational processes, patient pathways and services
- **closer collaboration:** avoiding admissions and delivering care closer to home in partnership with primary and community health services, developing further networks with our partner Trusts and improving our services in south west London together
- **leading specialist healthcare:** continuing to deliver our existing local, national and regional specialist services, driving forward further innovation and research and increasing our range of services where it makes sense to do so, such as in fetal medicine.

There are many ways you can stay in touch with us and stay up to date about what's happening at the Trust, and how our strategy is progressing.

You can find us on:

 Twitter **@StGeorgesTrust**

 Facebook **StGeorgesTrust**

 Instagram **@StGeorgesTrust**

You can also sign up to our monthly stakeholder bulletin email.

If you would like to be added to the distribution list, please email **communications@stgeorges.nhs.uk** or call **020 8725 4080**.