



SUMMARY

Outstanding Care, Together: Our strategy 2023 to 2028

Why do we need a new strategy?

Our organisations have been through a lot of change recently, including the Covid-19 pandemic and St George's and Epsom and St Helier trusts (gesh) coming together as a family of hospitals and community services.

Although there are many opportunities ahead, there are also challenges. Demand for our services is increasing, but resources are stretched. We want to improve the quality of care for patients, while keeping to the budget the Government gives us.

Making this happen will be tough, but we can achieve great things by giving our staff the tools and support they need to thrive, and by working closely with other hospitals and healthcare providers.

All of this means that now is the right time for a new plan. Hundreds of our patients, staff, and partners have given us their views on the most important things to focus on so that we remain ready for the future.

Where do we want to be in 2028?

Our role

Working as a Group gives us the opportunity to think about the role we'll play in our local communities and across the wider NHS.

We want to provide local services for the people of Surrey Downs, Sutton, Merton and Wandsworth, and be a specialist centre for south-west London, particularly known for our major trauma, renal, neuroscience, paediatric and cancer services.

As university hospitals, we'll focus on research and education, working closely with St George's, University of London.

While our trusts will have distinct identities, we'll work as one family to get the greatest benefit out of being a group, and with partners to join up care to meet patients' needs. We will act as anchor institutions, which means we'll have a positive impact on our local communities beyond healthcare.



What do we want to achieve?

Our vision

With your help, we have chosen our CARE objectives – our four overall aims for 2028. These are the things we care about the most and will be central to achieving our vision.



Outstanding Care, Together.

C Collaboration & partnership

- Work with partners to improve local people's health.
- Working together across gesh for consistent, high-quality care.
- Work with other local hospitals.
- Work with partners to join up care for specialised services.

A Affordable healthcare, fit for the future

- Make sure our services are financially sustainable.
- Keep our effect on the environment to a minimum.
- Improve our buildings.
- Use digital technology.
- Develop new treatments through innovation and research.

R Right care, right place, right time

- Reduce waiting times.
- Improve patient safety.
- Improve patients' outcomes and experience with us.
- Tackle health inequalities.

E Empowered, engaged staff

- Get the basics right for all our staff.
- Improve staff wellbeing.
- Make sure our culture is inclusive and driven by our values.
- Develop our workforce for the future.
- Encourage different ways of working.

How will we get there?

The answer is – together. Around 17,000 people work at St George's and Epsom and St Helier, and every one of us will have a part to play in making our vision a reality.



- **As individual teams** – we will support teams across the organisation, from board to ward, to continuously improve against our CARE objectives.

- **As corporate departments** – these departments, working with clinical teams, will deliver our strategies – quality and safety, people, IT, estates, research and innovation, and green plans.



- **As an organisation** – supporting our CARE objectives are nine large long-term projects that will help us deliver outstanding care, together.

These are:

- building a specialist emergency care hospital in Sutton;
- supporting continuous improvement through high-performing teams and leaders;
- sharing electronic patient records across gesh;
- improving outpatient services;
- working with other local hospitals;
- building the right culture to make our group a great and more inclusive place to work and provide care;
- working together across gesh;
- working with partners in our local communities; and
- strengthening specialised services.

In all this, everything we do will be driven by our patients. We will continue to listen to their views, and those of our staff and partners. We will keep everyone connected with our organisations updated on the progress we are making.



Further information

For patients and the public

Our full strategy document, plus a short animation highlighting the key points of our strategy can be found at our websites below.
www.epsom-sthelier.nhs.uk
www.stgeorges.nhs.uk

For staff

You can download extra copies of this summary and the full strategy document from our intranets:
 Epsom and St Helier:
www.victor.epsom-sthelier.nhs.uk
 St George's: <https://stginet.unily.com>