

Committee: Healthier Communities and Older People Overview and Scrutiny Committee

Date: 5th September 2012

Agenda item: 6

Wards:

Subject: St Georges Healthcare NHS Trust ten year Corporate Strategy

Lead member: Councillor Suzanne Evans, Chair of the Healthier Communities and Older People overview and scrutiny panel.

Forward Plan reference number:

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Recommendations:

- A. That the Panel comment on St Georges Healthcare NHS Trust 10 year corporate strategy
-

1 PURPOSE OF REPORT AND EXECUTIVE SUMMARY

- 1.1. St Georges Healthcare NHS Trust is currently in the process of developing their ten-year corporate strategy. This sets out the vision of what they hope to achieve over the next ten years. The panel are invited to comment on the proposals and help to shape the final document.

2 DETAILS

- 2.1. The strategy has been developed to meet the needs of patients and service users and sets out at a high level, the direction of travel for St George's Healthcare NHS Trust over the forthcoming 10 years.
- 2.1.1 The Trust has undertaken wide engagement with staff, patients, the public, commissioners and referring GPs and put this together with their own analysis to produce the proposals in this strategy.
- 2.1.2 This strategy sets out what the Trust want to achieve at a high level over the next 10 years. It gives an overview of what action needs to be taken the coming years. This strategy will be supported by a revised set of enabling strategies, such as a clinical services strategy, quality strategy, estates strategy, research strategy, education strategy, workforce strategy and many others, which will each add more detail.

3 ALTERNATIVE OPTIONS

The Healthier Communities and Older People Overview and Scrutiny Panel can select topics for scrutiny review and for other scrutiny work as it sees fit,

taking into account views and suggestions from officers, partner organisations and the public.

Cabinet is constitutionally required to receive, consider and respond to scrutiny recommendations within two months of receiving them at a meeting.

- 3.1. Cabinet is not, however, required to agree and implement recommendations from Overview and Scrutiny. Cabinet could agree to implement some, or none, of the recommendations made in the scrutiny review final report.

4 CONSULTATION UNDERTAKEN OR PROPOSED

- 4.1. The Panel will be consulted at the meeting

5 TIMETABLE

- 5.1. The Panel will consider important items as they arise as part of their work programme for 2012/13

6 FINANCIAL, RESOURCE AND PROPERTY IMPLICATIONS

- 6.1. None relating to this covering report

7 LEGAL AND STATUTORY IMPLICATIONS

- 7.1. None relating to this covering report. . Scrutiny work involves consideration of the legal and statutory implications of the topic being scrutinised.

8 HUMAN RIGHTS, EQUALITIES AND COMMUNITY COHESION IMPLICATIONS

- 8.1. It is a fundamental aim of the scrutiny process to ensure that there is full and equal access to the democratic process through public involvement and engaging with local partners in scrutiny reviews. Furthermore, the outcomes of reviews are intended to benefit all sections of the local community.

9 CRIME AND DISORDER IMPLICATIONS

- 9.1. None relating to this covering report. Scrutiny work involves consideration of the crime and disorder implications of the topic being scrutinised.

10 RISK MANAGEMENT AND HEALTH AND SAFETY IMPLICATIONS

- 10.1. None relating to this covering report

11 APPENDICES – THE FOLLOWING DOCUMENTS ARE TO BE PUBLISHED WITH THIS REPORT AND FORM PART OF THE REPORT

- St Georges Healthcare Trust draft ten year corporate strategy

12 BACKGROUND PAPERS

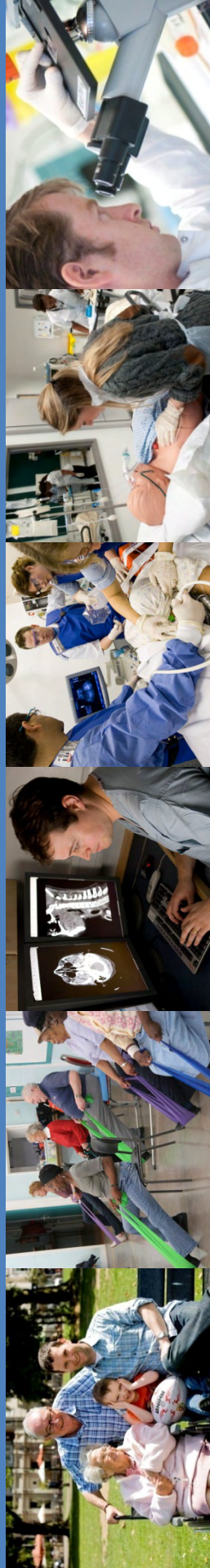
- 12.1.



St George's Healthcare NHS Trust: the next decade

APPENDIX

DRAFT Trust Strategy 2012 – 2022



Version 0.1.1	Karen Larcombe	03.07.12	First version for comment
Version 0.1.2	Trudi Kemp	04.07.12	Second version
Version 0.1.3	Trudi Kemp	05.07.12	Third version for EMT
Version 0.1.4	Karen Larcombe	05.07.12	Revised draft for EMT
Version 0.2	Karen Larcombe	10.07.12	Revised following EMT and feedback from Miles Scott
Version 0.2.1	Karen Larcombe	15.07.12	Updated with input from Dan Forton, Cleave Gass, Di Caulfeild-Stoker and Wandsworth CCG
Versions 0.3.- 0.3.4	Karen Larcombe	16.07.12 - 18.07.12	Further revisions to text
Version 0.3.5	Trudi Kemp	18.07.12	Further revisions to text
Version 0.3.6	Karen Larcombe	18.07.12	Further revisions to text
Version 0.3.6		19.07.12	Version for Trust Board
Version 0.3.6		23.07.12	FT Stakeholder Group
Version 0.3.7	Trudi Kemp	31.07.12	
Version 0.3.8	Trudi Kemp	08.08.12	Incorporating FT Stakeholder & Trust Board comments

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Introduction

◆ What is a trust strategy?

Our strategy has been developed to meet the needs of our patients and service users and sets out, at a high level, the direction of travel for St George's Healthcare NHS Trust over the forthcoming 10 years.

◆ 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 now 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 weaknesses.

We have undertaken wide engagement with our staff, patients, the public, commissioners and referring GPs and put this together with our analysis to produce the proposals in this strategy.

◆ How will the trust strategy be used?

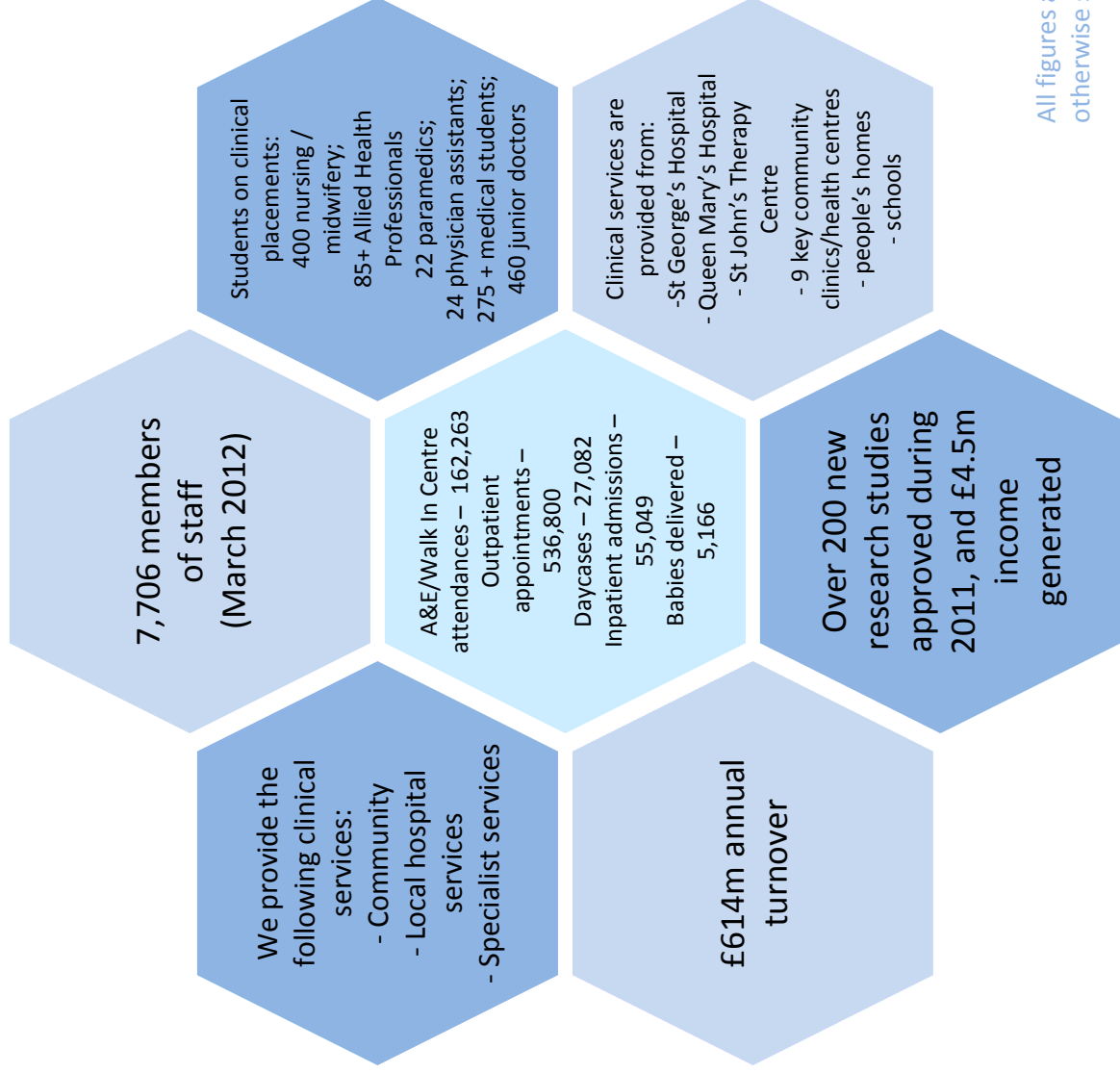
This strategy sets out what we want to achieve at a high level over the next 10 years. It gives an overview of what we need to take action on over the coming years. This strategy will be supported by a revised set of enabling strategies, such as a clinical services strategy, quality strategy, estates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

We will use this strategy 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.

◆ What happens next?

We will consult widely before finalising our direction for the next 10 years.

Understanding St George's Healthcare NHS Trust now



All figures are for 2011/12 unless otherwise stated

Understanding St George's Healthcare NHS Trust now



St George's Healthcare NHS Trust (St George's Healthcare) is a large teaching trust in south west London. We provide community services to residents of the London Borough of Wandsworth, local hospital services to 330,000 people in Wandsworth and Merton, and specialist services to 3 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 make the most of our tri-partite mission of service, education and research

📍 Clinical Services

We provide community services for the residents of the London Borough of Wandsworth. These include community & specialist nursing, health visiting, therapies and school nursing. These services are provided from a range of sites across Wandsworth including people's own homes, schools, GP surgeries and health centres. We provide health services to Wandsworth Prison.

We are the largest provider at Queen Mary's Hospital in Roehampton, with rehabilitation services for older people, amputees and people with neurological conditions. There is a minor injuries unit and through partnership with other providers, a wide range of outpatient, ambulatory and day case services.

Our local hospital services at St George's Hospital cover a catchment population of Wandsworth, Merton and the south west of Lambeth.

We provide specialist services to south west London, into Surrey and beyond for some more specialist services. We are one of four major trauma centres, one of nine heart attack centres and one of eight hyper acute stroke units in London.

📍 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 specialities. 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.

📍 Research

Our other key role is research. 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.

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

The statements below describe the underlying principles we will ensure are adopted across the organisation:

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 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.

RESPECTFUL

◆ Work in partnership with others

We will build on our track record and develop our partnerships with other providers such as local hospitals, GPs, community services, social services, and the third sector 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.

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.

◆ Equality

We will ensure equal opportunities for all our staff and equality of access to our services for all.

St George's in 2022

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.

◆ **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, the elderly 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 hospital providing world class care to children
- Have expanded our cardiovascular and neuroscience services
- Be the hospital of choice for surgical and medical 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 (continued)

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

By 2022 we will

- Be recognised as a research intensive organisation
- 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.

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

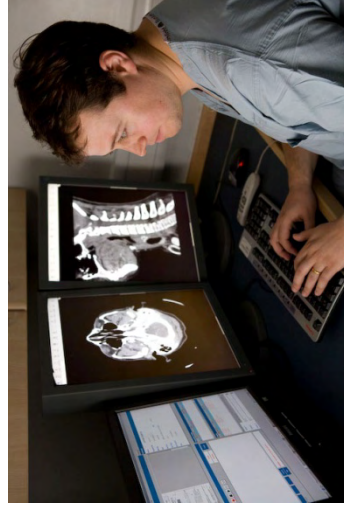
By 2022 we will

- 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

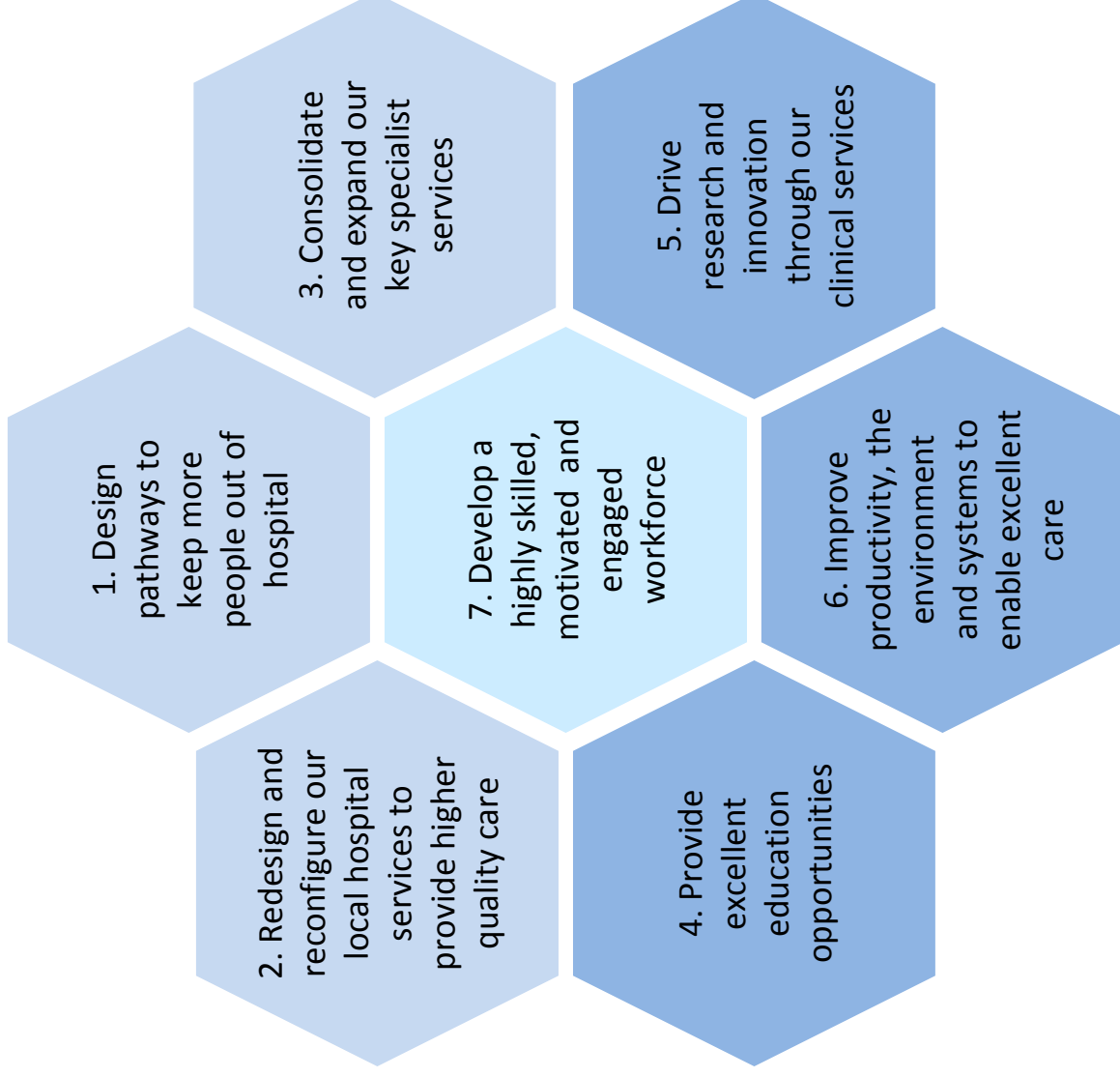
By 2022 we will

- Have a culture of continuous improvement with the needs of patients at its heart
- Deliver consistently beyond our key clinical, operational and financial goals
- Have flourishing partnerships with stakeholders
- 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, maternity, children, critical care, renal, trauma and private patients
- Have completed a programme to provide least 45% 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. Design 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 enabling those with a health condition to live as independently as possible in their own home/community. See pages 14 and 15 for further details.

- 4. Provide excellent education and training opportunities for all staff, students and trainees**

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.

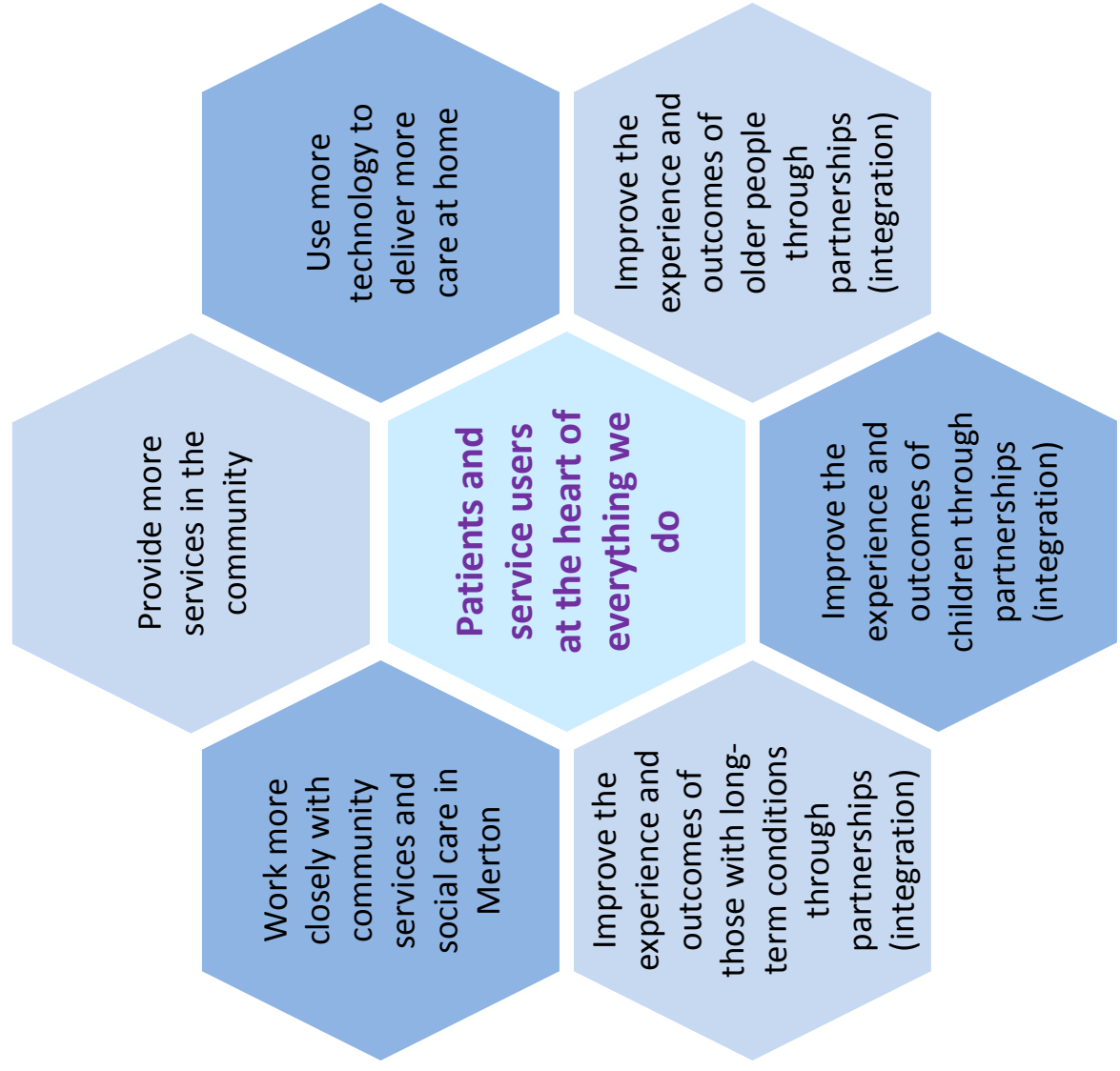
- 2. Redesign our local hospital services to provide higher quality care**
We need to improve the way in which we provide our local hospital services from planned surgery through to discharge planning. As part of the Better Services Better Value Review we will work with other local acute hospitals in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

- 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.

- 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.

- 7. Develop a highly skilled, motivated and engaged workforce**
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. Design pathways to keep more people out of hospital



1. Design 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.

● Provide more services in the community to support a shift of care from hospital
As an integrated trust providing both hospital and community services we are very well placed to make sure that we work with commissioners and social care to increase the community resources we need to look after more people at or near home instead of in hospital.

● Work more closely with community services and social care in Merton
In the last two years we have had a lot of focus on community services and social care in Wandsworth, but we are also the local hospital for many people from Merton. We must further develop our partnership with Merton community services to ensure we can apply best practice to all our local pathways.

● 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.

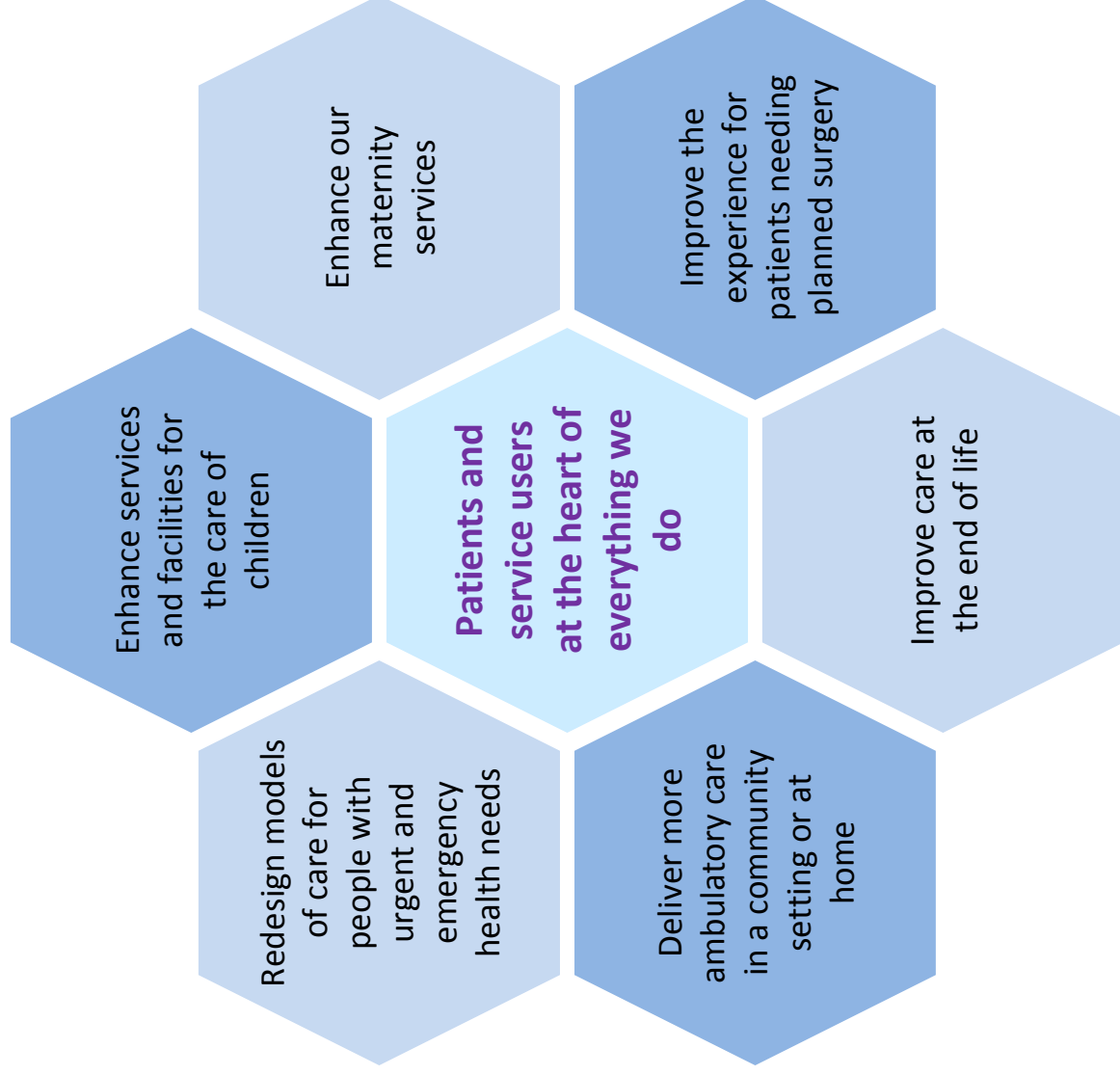
● Improve the experience and outcomes for the elderly through integrating services
We have already integrated our Senior Health services across hospital and community services and are working hard to further integrate health and social care for older people. We will build on this and our good partnership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

● 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



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

We will continue to redesign our local hospital services to ensure that patients have 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)

Commissioners, clinicians and stakeholders have established the BSBV review to work through how best to provide sustainable high quality services into the future, and St George's have been integral to this. The key recommendations of the clinical working groups are that south west London should have three full A&E Departments, three consultant-led maternity units, one inpatient centre for children and one state of the art planned care centre. These findings will be subject to public consultation.

◆ **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.

◆ **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.

◆ **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 Hospital in Lanesborough Wing as the leading centre for south west London.

◆ **Improve the experience of 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.

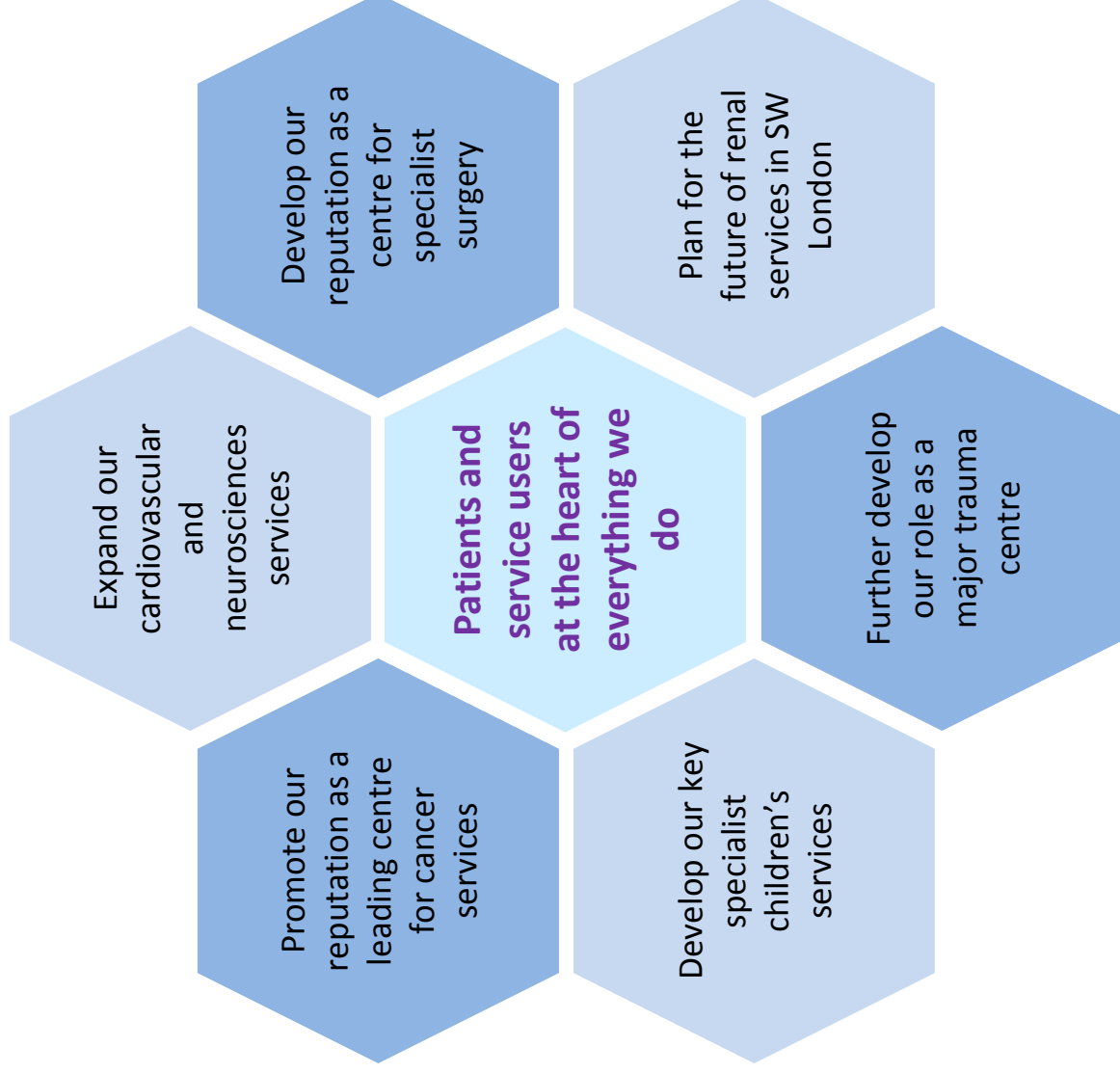
◆ **Deliver more care in a community setting or at home**

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.

◆ **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.

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

● Expand our cardiovascular and neuroscience 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.

29 Promote our reputation as a leading centre for cancer services

We provide treatment for a wide range of cancer conditions. We will work with other partners in the London Cancer Alliance to improve pathways, and we intend to be the regional hospital of choice for surgical and medical treatment of cancer.

● 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.

● 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.

● Further develop our role as a major trauma centre

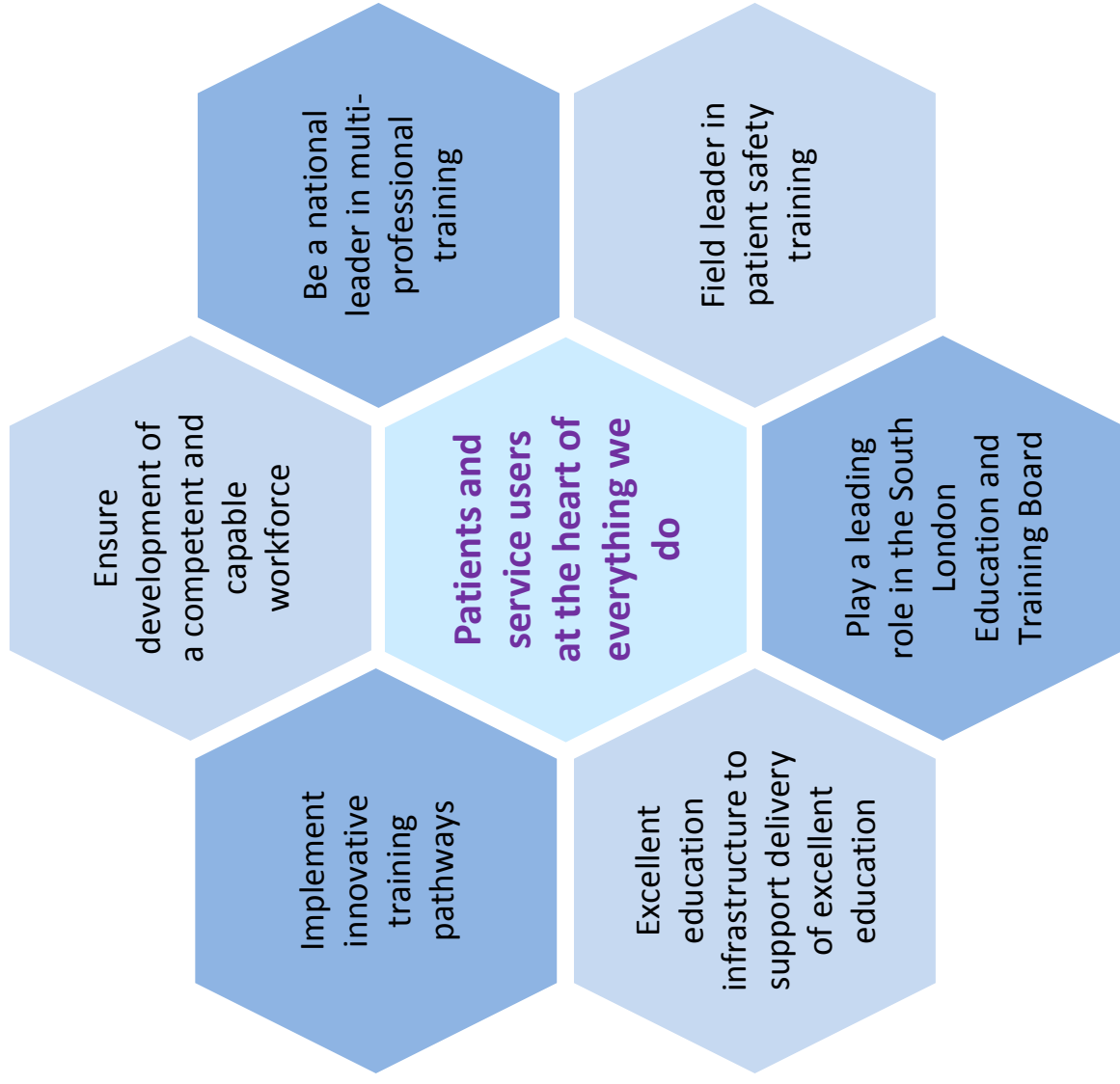
We are one of four major trauma centres in London and we will build on our success by building a helpad to make it quicker for patients to be transported to us. We will develop an academic base to drive further improvements in outcomes, and also work to establish ourselves as a centre of excellence for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

● 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 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.



4. Provide excellent education and training opportunities for all staff, students and trainees



4. Provide excellent education for all staff, students and trainees to improve patient care

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, to enable innovative developments in practice, research and education.

● Ensure development of a competent and capable workforce, adaptable to new roles and environments

All staff appraisals must identify appropriate education and training needs in line with changes to service 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. We can further develop our excellent multi-professional simulation training both in the centre and in clinical settings. We will revive and extend the training ward concept and will develop multi-professional training opportunities in all clinical areas.

● Ensure infrastructure supports the delivery of excellent education

We need to invest in our education facilities, infrastructure and communications to be a leading edge education provider through more advanced IT, refurbished facilities and exceeding the standards set by our regulators.

● 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.

● Field leader in patient safety training

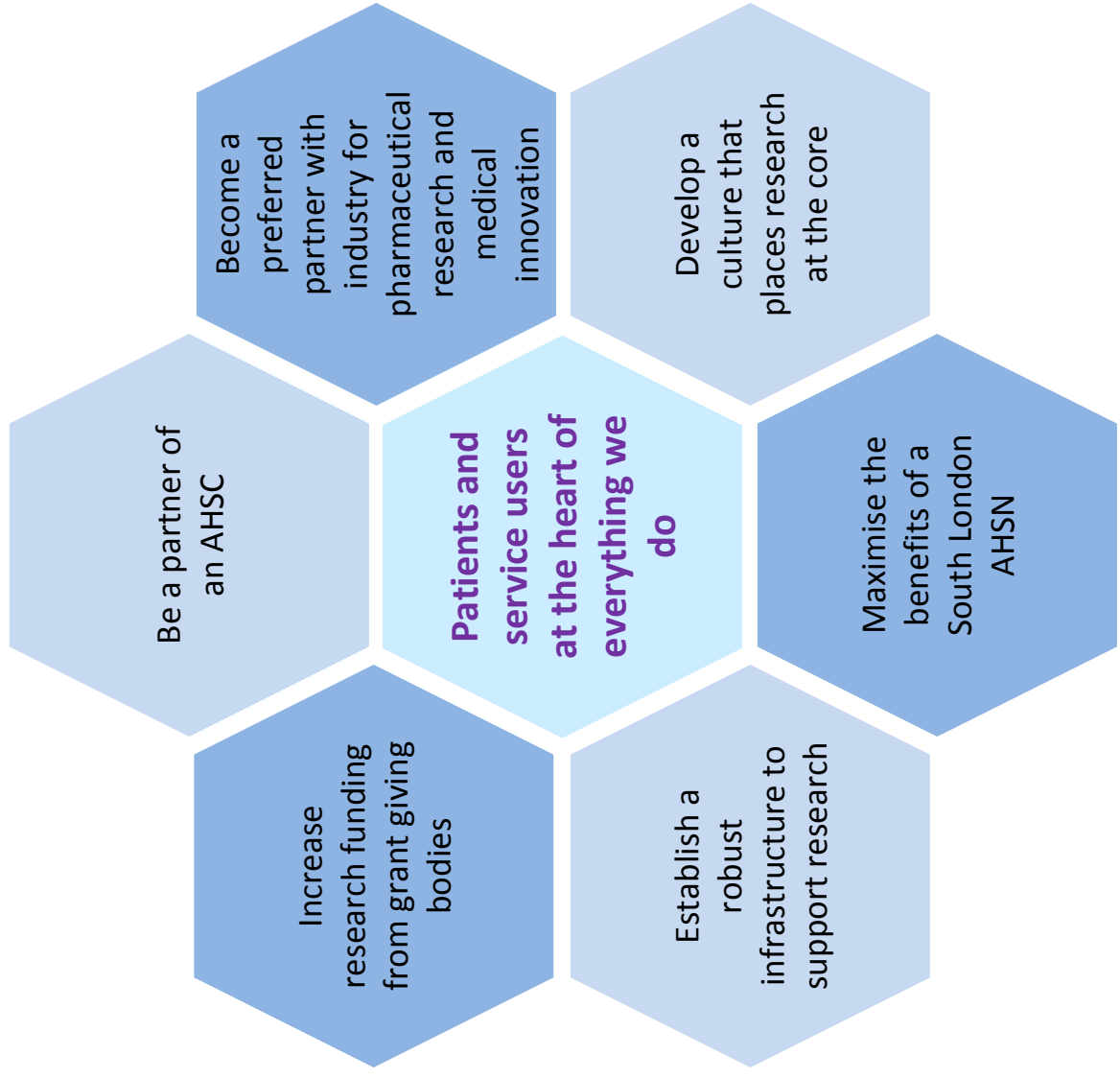
We wish to develop our reputation as a leader of patient safety training. We have an excellent simulation centre which we will continue to invest in to help embed safety learning within the clinical setting. Working with SGUL we will develop innovative e-learning packages, deliver communication skills 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. We want to deliver innovative educational programmes firmly based on the needs of the workforce of tomorrow.



5. Drive research and innovation through our clinical services



5. Drive research and innovation through our clinical services

Research intensive hospitals provide higher quality clinical care and recruit, motivate and retain the best staff. We need to strengthen our focus on this agenda moving forward.

● **Be a partner of an Academic Health Science Centre**
Alongside SGUL we have agreed an associate partnership with the King's Health Partners Academic Health Science Centre. We are committed to making this highly successful and to work towards full membership in the future.

● **Maximise the benefits of a South London Academic Health Science Network (AHSN)**
As a university hospital, St George's Healthcare should aspire to lead developments in medical research and innovation in south London, nationally and internationally. We should initiate research in areas of expertise and collaborate with others to generate high quality outputs. We will play a leadership role in the development of the South London AHSN to ensure that the full benefits of collaborative working are realised.

● **Develop a culture that places research at the core**
We need to develop a culture that recognises and values the contribution that research makes to patient care. Clinical staff should be motivated and incentivised to want to put clinical research at the heart of their services. Breaking down barriers to participation, both perceived and real, and recognition of success can allow research efforts to flourish.

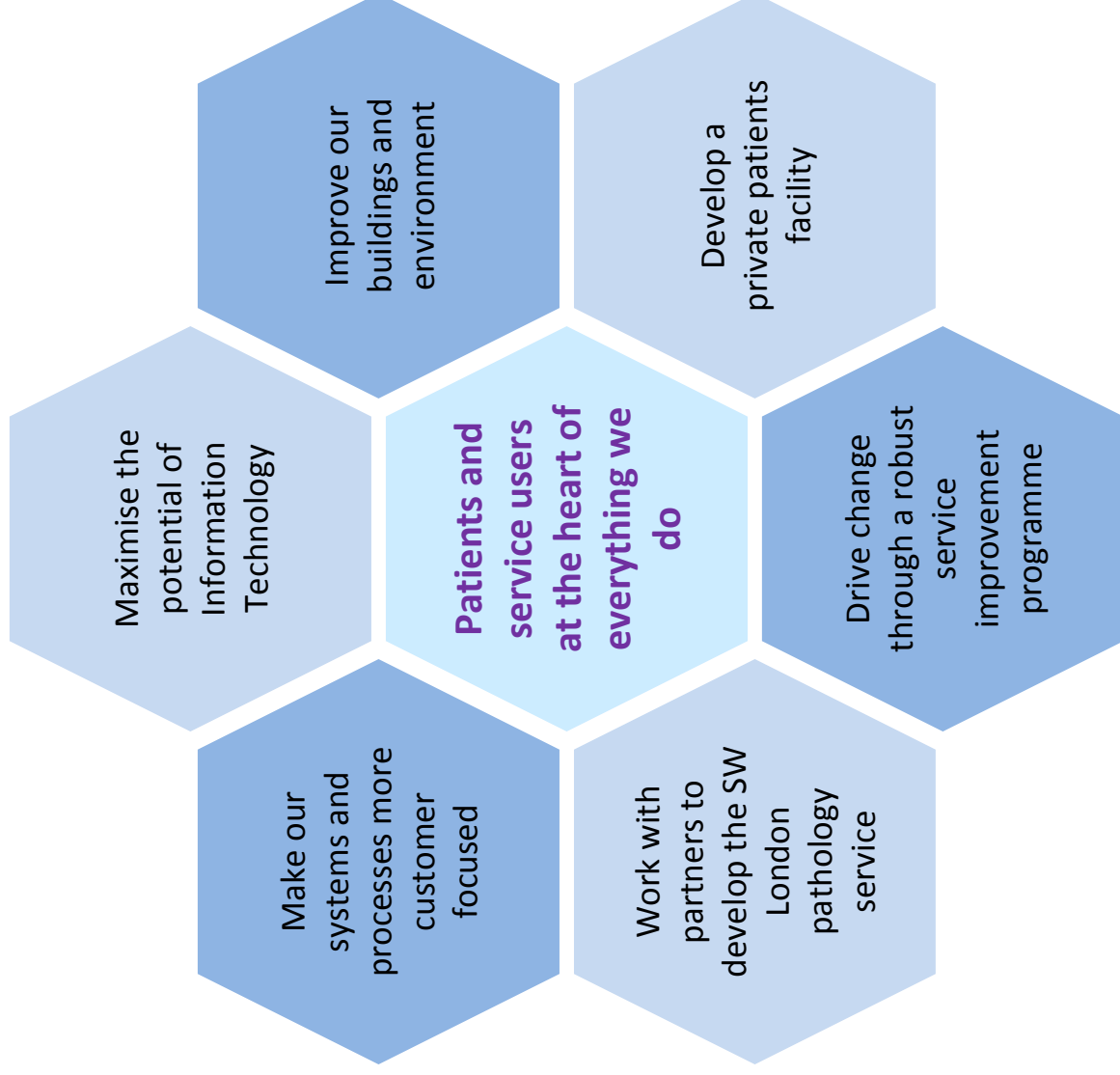
● **Increase funding from grant giving bodies**
Funding for National Institute for Health Research (NIHR) adopted studies from the South London Comprehensive Local Research Network (CLRN) is competitive. Smaller organisations are increasingly competing for this funding. Due to our research infrastructure and broad patient groups, we are in a position to recruit to interventional studies which attract greater funding. We will capitalise on this opportunity.

● **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 new therapies to our patients and increase commercial income.

● **Develop 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 should work towards monitoring 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.

◆ Maximise the potential of IT

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.

◆ Drive change through a robust service improvement programme

Change will not happen by itself and we will develop a culture of robust programme management to deliver key change. We have established a resourced Service Improvement programme with a clear and measurable focus on quality and productivity.

◆ Improve our buildings and the 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 to at least 45% single rooms enabling privacy and dignity to be respected. We will develop the children'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.

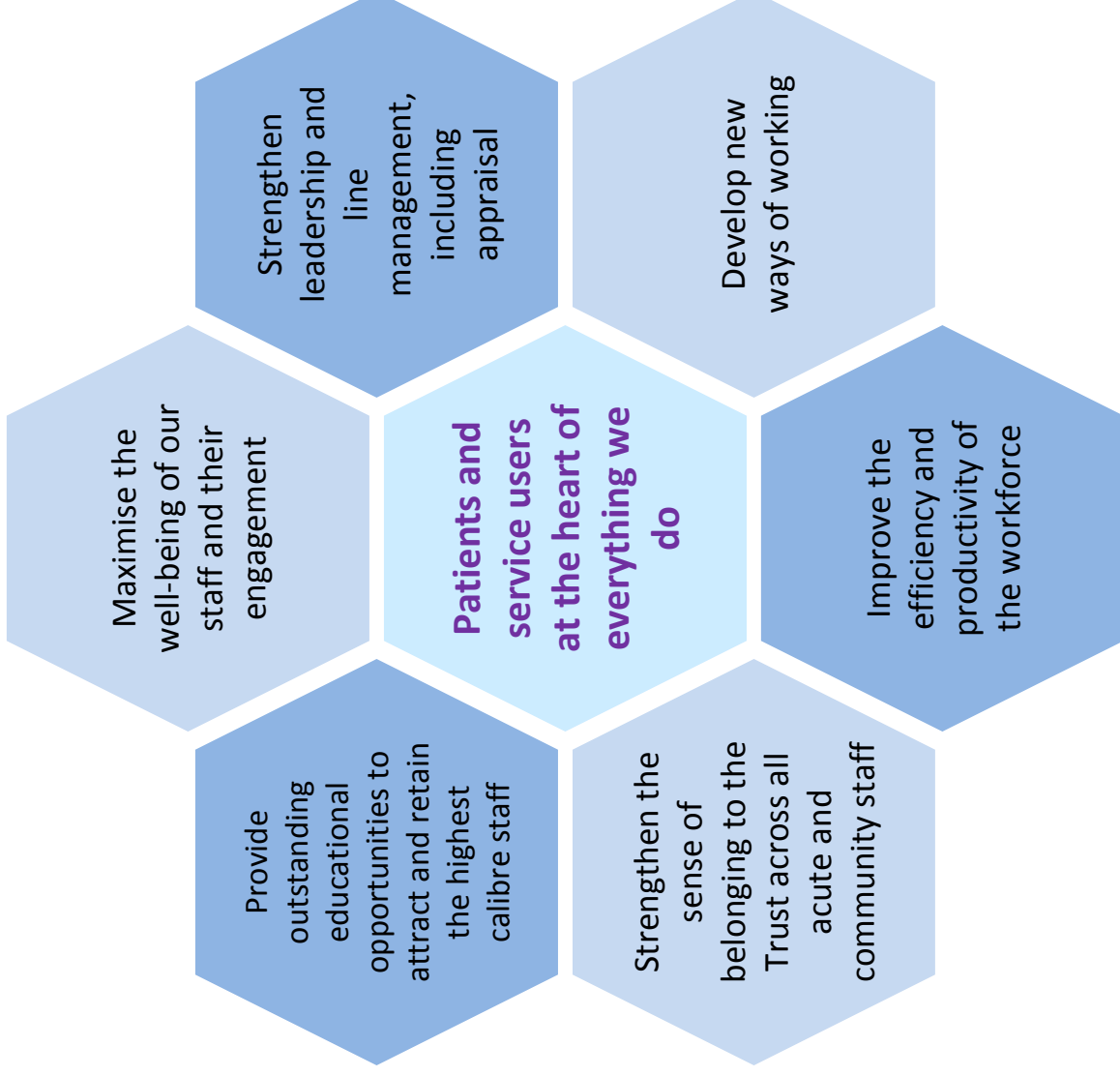
◆ Work with partners to develop the SW London pathology service

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, motivated and engaged workforce



7. Develop a highly skilled, motivated and engaged workforce

Our workforce is vital to the delivery of the highest quality clinical services, education and research. Patients have told us that happy staff result in happy patients.

◆ Maximise the well-being of our staff and their 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

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.

◆ Provide outstanding educational opportunities

Investing in our staff once we have recruited them into post ensures that staff have the right skills to do their jobs or take on more advanced roles, but also aids retention.

◆ Develop new ways of working

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.

◆ 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 25 to 26 for further details).

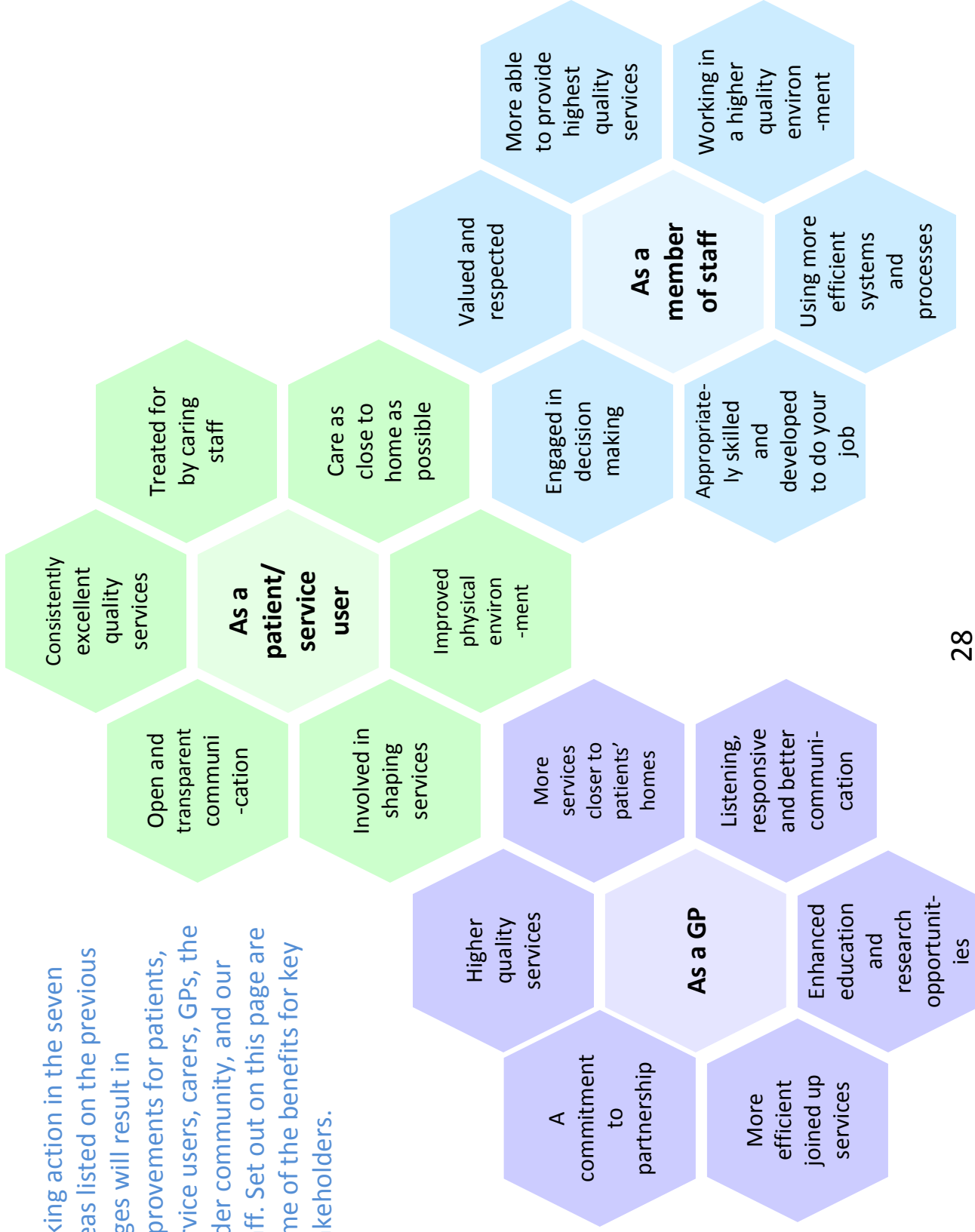
◆ Strengthen the sense of belonging to the trust across all acute and community staff

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.



It is important that we are able to demonstrate the success of this strategy.

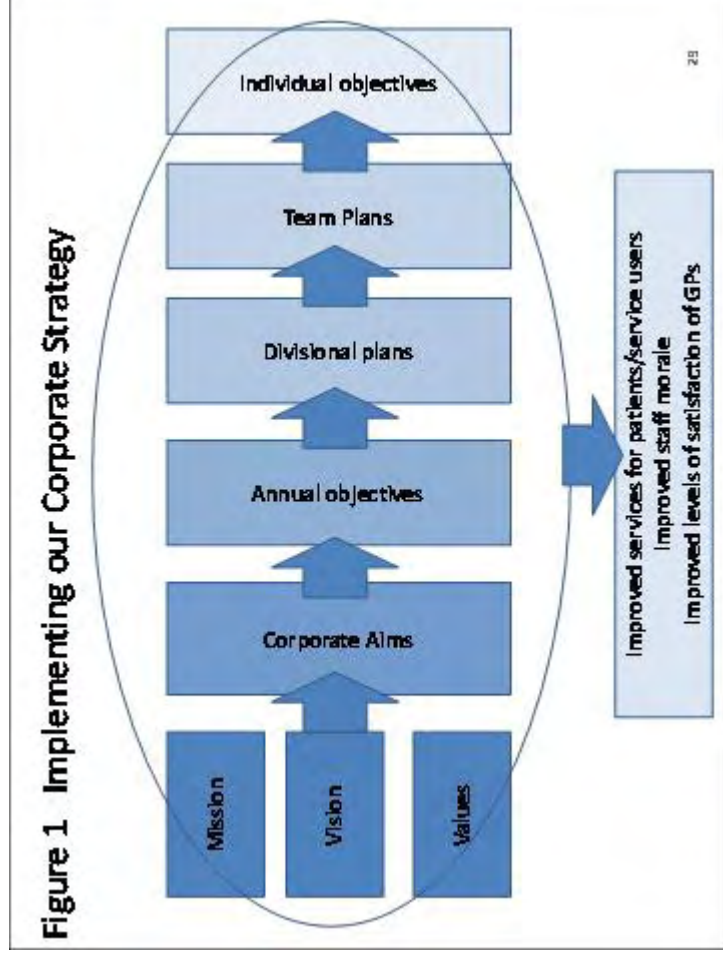
We currently have a robust framework for the delivery of our trust strategy and this will be adopted for the delivery of this revised corporate strategy. There are a number of steps in this process and these are set out below.

◆ Raise awareness of the trust strategy

3 We will ensure that our staff and our external stakeholders understand what is meant by our trust strategy and our plans for implementation.

◆ 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.

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