

*PATIENTS FIRST.
GREAT CARE.
EVERY PATIENT,
EVERY DAY.*

Our five year strategy

2015 AND BEYOND

First of all – a heartfelt THANK YOU to all staff and volunteers for the sterling efforts you have made across our hospitals to improve our quality, our finance and our operational performance.

Your hard work and dedication has given our organisation, for the first time, the platform to confidently plan for the next five years.

The whole board of Epsom and St Helier is grateful to all of you for this.

As we enter a new phase at Epsom and St Helier, it will continue to be important that we all pull together and understand what the future holds. We have faced some uncertainties in recent years, with concerns over our clinical and financial sustainability. But we are reaching the end of 2014-15 with improved quality and a financial position that sets us up for the next five years.

Over the next five years we will build on our strengths with the following commitments:

- Both Epsom Hospital and St Helier Hospital will continue to provide consultant led, 24/7 A&E, maternity and inpatient paediatric services
- In addition, St Helier will provide specialist and emergency care such as acute surgery for our most sick patients, and Epsom will expand its range of planned care
- We will continue our work with patients, GPs, commissioners and partners to provide significantly more care in community settings, closer to home for patients, so that they only have to come to hospital when they really have to.

Clearly, there are challenges ahead: the board and leadership team are confident that, with ongoing commitment from all our staff, we can rise to meet those challenges – working together and each doing our own part.

This leaflet will help each of us focus on what part we can play to put the patient first.



OUR OBJECTIVES FOR 2015-20

In this important first year we will lay the foundation for a bright future. All of us who work at the trust are critical to achieving what we need to do this year and beyond. Along with greatly improving substantive staffing levels we will seek to engage, empower, develop and equip our teams to perform to their full potential. For us to ensure that we provide great care to every patient, every day we will focus on achieving the following five objectives throughout the year ahead:



- 1 Deliver **safe** and effective care with dignity and respect
- 2 Create a positive **experience** that meets the expectations of our patients, their families and carers
- 3 Provide **responsive** care that delivers the right treatment, in the right place at the right time
- 4 Maintain **financial sustainability**
- 5 **Work in partnership** with our patients, commissioners, other health and care providers, and local authorities

These objectives will be the basis for all personal objectives and appraisals for every single staff member, to ensure they are at the heart of what we all do every day.

But how can we make sure we deliver these objectives? We've created 25 measures and initiatives – which include feedback from the staff survey – that will help us do just that for 2015-16. Some examples are:

- ♥ Increase our permanent clinical workforce by over 200 people
- ♥ Achieve a minimum of "Good" rating in the forthcoming CQC inspection
- ♥ To have at least 50% of our staff survey responses rated above average
- ♥ 50% of staff having completed the Patient First programme by the end of 2015-16
- ♥ Investing approximately £9 million in buildings and facilities
- ♥ Successfully deliver and maintain key operational performance standards, particularly in A&E, cancer services and referral to treatment

You can view the complete list at: www.epsom-sthelier.nhs.uk/5yearstrategy

OUR CHALLENGES

We all know that there will be challenges on the way to achieving all of our objectives. For their part, our leadership team have made the following commitments to:

Strengthen staffing in key areas: We are working to do this through valuing our staff and improving their working lives, and through role and service redesign coupled with a creative and proactive recruitment strategy.

Provide consistently high quality clinical care: Variability in the standard of care increases risk of harm for our patients. We are working to instil our 'one team, one trust' culture across all departments, services and sites. We are also working to implement consistent, evidence based operating practices across all our services and sites.

Improve our buildings and facilities: We are working up a five year investment plan for our buildings and facilities. We are also developing a long term plan to ensure first class facilities for our patients as part of the ongoing work across south west London.

Maintain strong finances: We need to continue to improve efficiency by removing unnecessary duplication and reducing overheads. We will use the resulting surpluses to develop new models of care and invest in quality and innovation.



WHAT DO YOU THINK?

We have heard what you have said and really want to continue to listen. The leadership team will be coming to as many key meetings as possible over the next three months to listen to your views on the strategy and what it means for all of us. This will also be an opportunity to discuss the themes from the staff survey results and what we can do to make a difference.

E-update will include details of all the forums (such as Breakfast with the Boss) where there will be opportunities to discuss our future, but if you have ideas that you'd like to share please email them to:

daniel.elkeles@esth.nhs.uk

MY CONTRIBUTION

So how can we make this count for us all as individuals? In the first quarter of 2015-16 we will all be setting our objectives for the year ahead. Those conversations will focus on the trust's objectives and the role we will each play in making them a reality, every single day.

To help you play your part please bring this leaflet to your objectives setting meeting.

The objectives are laid out below for you to fill in your ideas and what you will personally do to ensure that they are met.

Deliver **safe** and effective care with dignity and respect

1

Create a positive **experience** that meets the expectations of our patients, their families and carers

2

Provide **responsive** care that delivers the right treatment, in the right place at the right time

3

Maintain **financial sustainability**

4

Work in partnership with our patients, commissioners, other health and care providers, local authorities and regulators

5

