VISION, STRATEGIC OBJECTIVES, OPERATIONAL PRIORITIES AND VALUES

1. VISION

Our vision is to provide outstanding care for every patient

We all want to provide outstanding care. As an organisation we need to make sure that we can do that for every patient, which means not only the patients we see today, but the ones who will need us next year and in years to come. It also means ensuring that patients are well cared for across the boundaries between our organisation and other providers. In order to continue to provide outstanding care, we need to ensure that we focus on the care that we provide and the staff who care for our patients. We need to be responsible stewards of our financial resources ensuring that we do not spend too much in one area and deny future patients the care that they need. We need to be innovative. And we need to do all this within our CARE values, treating patients, colleagues and partners with compassion and respect. Our vision of providing outstanding care for every patient encompasses all these aspects.

2. VALUES

Our values remain CARE. Everything we do in the Trust is underpinned by these core set of values which we all share

Compassion – caring about our patients and our colleagues

Accountable and responsible, always improving

Respect for all – colleagues, patients and their families

Encouraging and Challenging each other to always do our best

3. CONTEXT

The Trust provides healthcare to the people of north and mid Hampshire. The catchment is defined approximately by the blue line on the map shown, although patients come from much further afield for some of our specialist services. The population is predominantly rural, with urban areas in Basingstoke, Winchester, Andover, Eastleigh and Alton. The population is comparatively affluent with some small pockets of deprivation, and is an older population than national average. The expected demographic changes include an increase of 29% in the over 85’s in the seven years between 2016 and 2023.
A key component of the Trust clinical strategy since the Trust’s creation in 2012, has been to centralise critical treatment services where that is beneficial for the patients and continue to provide great care in our local communities where ever that is possible. This has been described as local where possible, central where necessary. In November 2017 the local Clinical Commissioning Groups decided not to progress a consultation on the critical treatment hospital on the grounds that it was not affordable in the current financial climate. In addition, the NHS is in a state of flux with the development of local care systems, and planning guidance that describes Integrated Care Organisations as a possible future for provision of healthcare. The Hampshire and Isle of Wight Sustainability and Transformation Partnership is reviewing optimal organisational arrangements in order to provide the best care for the people of Hampshire within a sustainable financial envelope.

Given the evolving nature of the system, the Trust strategy at this time is a flexible and evolving strategy. This document describes the core strategic objectives for the next four years and the shorter term priorities that are aligned to those objectives. During 2018/19 a more detailed clinical strategy will be developed to ensure that services remain clinically and financially sustainable for the next five to ten years.

4. **Strategic Objectives 2018 - 2022**

The Trust has four high level strategic objectives for the next four years. These are:

1. **Outstanding Care for our Patients**
   - Living our CARE values
   - Consistently meet the Emergency Department 4 hour standard
   - Maintaining national standards for Cancer and Elective Care
   - Everyone an Improver – the Quality Improvement Strategy
   - Be recognised as an outstanding provider of patient centred care
   - Patient survey results in the top quartile

2. **Empowered Staff**
   - An innovative and collaborative culture where staff are enabled to provide outstanding care.
   - Investing in our staff, teams and individuals – supporting them to be the best.
   - Staff survey and Staff friends and family in the top quartile

3. **Living within our money**
   - Meeting our financial targets
   - Improving our efficiency to invest in staff, equipment and estate
   - Finding smart ways of funding development

4. **Innovating for the Future**
   - Delivering transformational improvement in clinical care through the use of technology
• Providing care locally where possible and centrally where necessary
• Take a leading role with partners in the local care system

5. **OPERATIONAL DELIVERABLES FOR 2018/19**

In order to deliver these strategic objectives, we have developed our specific organisational priorities for 2018/19. There are priorities for each of the four quadrants. The organisational deliverables for 2018/19 are shown below.

**Outstanding Care for our patients**

• Meet the 4 hour ED standard through RemED, seasonal actions and system working
• Ensure timely cancer care for all patients
• Maintain our elective waits below 18 weeks
• Achieve our quality priorities: Frailty pathways, reducing bed moves, safer maternity care, improved patient experience and improved discharge processes.
• Train 80 accredited QI practitioners, and 20 QI coaches

**Empowered Staff**

• Visible, transformative learning and development programme, fully utilising the apprenticeship levy
• Recruitment and retention plan to eliminate agency
• Focus on respect for all and support for people speaking up at all levels
• Implement improved technology for rosters, mandatory training and ESR
• Support our managers to improve staff wellbeing and to develop their teams
• Develop an improved appraisal system
• Develop a green travel plan to support staff access to work

**Living within our money**

• Have clear, affordable establishments which deliver high quality care
• Meet the financial plan
• Theatre productivity improved by 10%
• Length of stay down to national average
• Agency to zero in the majority of areas by June 2018
• Access at least £5m of additional funds
• Deliver pathology network benefits

**Innovating for the Future**

• Digitalisation of Medical Records and improved electronic patient record
• Progress on the cancer treatment centre
• New hospice builds underway in Andover and Winchester
• HHFT presence in GP hubs
• Expand specialist services available locally
- Have a clear replacement plan for old equipment
- Develop a clear clinical strategy encompassing acute and community services
- Develop a clear programme for empowering patients and carers
- Increase our research activity through supporting interested clinicians

6. **DEVELOPMENT OF THIS VISION, STRATEGIC OBJECTIVES AND OPERATIONAL DELIVERABLES**

These have been developed through engagement from governors, the top team, the Board, a wide range of staff and by listening to key stakeholders.

7. **MONITORING OF THE OBJECTIVES AND DELIVERABLES**

Each of the organisational priorities is being given a single responsible owner, a trajectory for delivery and key performance indicators. These will be monitored monthly through the Chief Executives report to board.