



**Sussex Community**  
NHS Foundation Trust

# *Our Strategy*

## **2022-2025**

Mike Jennings – Interim Chief Executive Officer

21 September 2022



*Excellent care at the heart of the community*

# Why now?

- The current Trust Strategy was for 2019-2022
- Shifting context:
  1. New Health and Care Act and Formation of Integrated Care Boards (ICBs)
  2. Exit from the level 4 national Covid-19 incident
  3. Continued emphasis of the critical importance of community services within the health and care system



# What is it?

- A new three-year Trust Strategy – comprising of strategic goals for the Trust
- More detailed clinical service frameworks, that bridge between our strategic goals and detailed annual business plans – we have called these the **Life Stage Service Frameworks**



# What are they for?

- The Trust strategic goals will ensure we focus on continually improving our services for the benefits of our patients
- The Life Stage Service Frameworks will help translate the goals at service level
- The strategy will help us define success, focus on the right priorities, and be able then to measure our progress

# The process

- The Trust Strategy has been developed by:
  - reviewing feedback from our staff, patients, governors and partners gathered from workshops surveys and interviews
  - reviewing national and local policy and plans and with on-going engagement with the Integrated Care Partnership (ICP) Strategy development process
- Life Stage Service Frameworks are near completion, and have been developed by working groups of key Trust personnel from our services, utilising the rich information from the strategy design process
- The Trust Strategy document is due to be approved at Trust Board on 29 September 2022
- The Life Stage Service Frameworks will be approved at the following Trust Board in public on 24 November



# Our Strategy

2022-2025

This is our strategy. It centres around **the vision** for excellent care at the heart of communities across Sussex.

It is underpinned by **the values we hold** – the way we do what we do, and sets out **our goals for the next three years** – the things we are going to focus on.



## The Vision

EXCELLENT CARE AT THE HEART  
OF THE COMMUNITY



## Our Values

COMPASSIONATE CARE

ACHIEVING AMBITIONS

WORKING TOGETHER

DELIVERING EXCELLENCE



## Strategic Goals



A GREAT PLACE TO WORK



REDUCING SERVICE INEQUITIES



CONTINUALLY IMPROVE



DIGITAL LEADER



SUSTAINABILITY



## Life Stage Frameworks

STARTING WELL

LIVING WELL

AGEING WELL



# A GREAT PLACE TO WORK

**We will be a great place to work.** Over the next three years we will attract new recruits to our organisation and our people will speak positively about the opportunities for learning and development they have had, how their wellbeing is always prioritised, and that they have a true sense of belonging.

## Criteria for success:

- ★ Fewer people will leave our Trust, and through improvement in how we recruit, and more agile ways of working, we will have a reduced vacancy rate.
- ★ As we deliver new and innovative patient pathways, we will enable our people to work in ways that prioritise skills, values, tasks and competencies and complement traditional roles.
- ★ Our people will know where they are, and where they are going on our career framework. Continuous opportunities to learn and develop will be enabled by our Learning Academy which will utilise the breadth of knowledge and opportunities across our system.
- ★ Our people will have a greater sense of belonging, as we reduce the disparities in the experiences they have at work.
- ★ Through a more coordinated and proactive approach to occupational health and wellbeing more people will feel supported to be well at work.





# REDUCING SERVICE INEQUITIES

**We will reduce service inequities.** Working with partners over the next three years the way our services are designed and delivered will ensure more equitable access which will support improved outcomes and experience.

## Criteria for success:



Patients will have access to our services in ways which actively account for underlying inequalities, thereby targeting resources where they are needed most.



There will be greater consistency in the type and capacity of our services across geographies, we will have reduced unwarranted variation in their design by working with our partners.



The time from identifying inequities in our services to addressing them will be shorter, as we effectively use data and intelligence alongside feedback from our patients, our staff and our partners.



Service managers will have timely demographic information to improve service monitoring, which will promote better decision making about access. Every service will be able to describe their patient profile and tell us how they have used this to make a difference to what they offer.





# CONTINUOUS IMPROVEMENT

**We will continuously improve.** Over the next three years continuous quality improvement will be present in everything we do. Our people will be able to show how they have made a demonstrable difference to our patients through continually learning, accelerating improvement, and sharing what works.

## Criteria for success:



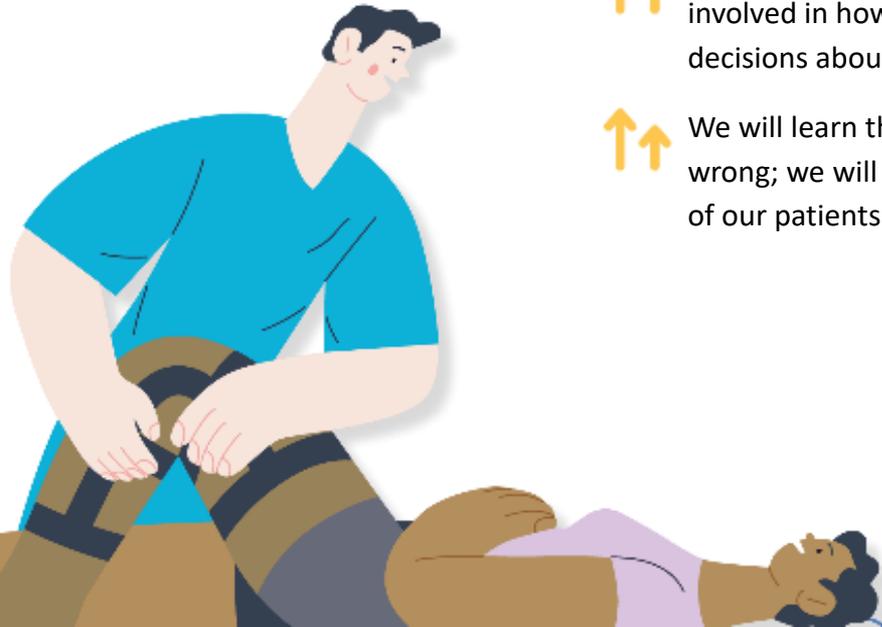
Quality Improvement (QI) methodology and approaches will be embedded throughout the organisation enabled by access to learning, guidance and mentoring to improve care for the people who use our services.



Patients and their families, including children and young people, will be more involved in how we design and plan improvements in our services, as well as in decisions about their own care.



We will learn through an open approach when things go well and when things go wrong; we will drive safety through learning which will have, at its heart, the voice of our patients.



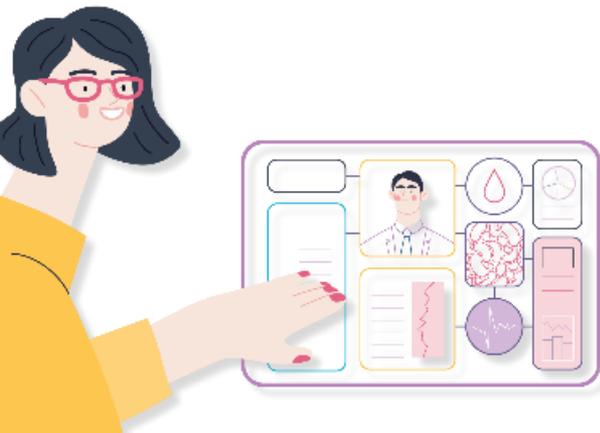


# DIGITAL LEADER

**We will be a digital leader.** Over the next three years our peers and our people will see our Trust as a digital leader. We will continually demonstrate how our growing digital capability enables and enhances the care our staff provide to our patients in every service area.

## Criteria for success:

-  More patients will be in control of how they interact with our services, with at least half of our services able to communicate to patients online, for example with the NHS app.
-  More of our services will make effective use of remote monitoring enabling patients to live independently, safe in the knowledge that face-to-face consultations will be used whenever they are required.
-  A true shared care record will be available to all staff across the NHS in Sussex to both improve the safety and effectiveness of clinical decisions and provides real time operational data to manage our patients' pathways.
-  Identified repetitive tasks will be automated and complex systems will be made intuitive and quicker reducing the burden on our patients and staff saving time and releasing time to focus on what matters.
-  Our systems and data will be resilient and secure as technology becomes ever more integrated in how our services operate.





# SUSTAINABILITY

**We will use our resources sustainably.** Over the next three years we will have delivered the best value outcomes for our patients, reduced our environmental impact, and sustainably changed and developed our services to better serve our communities and our people.

## Criteria for success:



Our carbon footprint will have reduced by a further 10% against our 2010 baseline. Guided by our Green Plan, 80% of our fleet will be fully electric, sustainability principles will be embedded into the design of care pathways and Chailey Clinical Services will be net zero.



We will support our ICS to co-ordinate a partnership approach to environmental sustainability to maximise our collective and positive impact.



Construction to redevelop the Brighton General Hospital Site will have begun, marking a new future for community health services in East Brighton.



Our workforce will be more agile in how and where they work as we will have invested in digital systems and practices that enable them to do so.



We will understand and benchmark the value of our services in ever greater detail using new systems and the expanded use of the NHS community services data set, we will use this information with partners to improve the value delivered in our services.



Our buying power will have increased as we will be working at scale with our partners to deliver maximum value for our patients using collaborative procurement.



# Delivering our Strategy

- **Key Performance Indicators (KPIs)**
- **Business plans**
- **Corporate objectives > critical success factors > service developments**
- **Our new approach to Strategy Deployment**

Board and Sub-Committees	Agrees Strategy, sets resource limits and corporate objectives
Strategy Deployment	Accountable for delivery of the Trust's corporate objectives, overall portfolio of change projects, and ensuring all resources and efforts are aligned with Strategy.
Tactical Delivery Review	Leadership and management of both lower priority changes. Responsible for risk management and ensuring work is aligned to the Strategy.
Project Groups	Management of a specific project/development. Time limited.

**Thank you for listening**

**Questions?**