



Our patients,
Our hospital,
Our future, **together**

Our Strategic Framework
for the future

Introduction

Our patients, Our hospital, Our future, together, Our Strategic Framework for the Future: outlines the actions we need to take to move forward as an award-winning hospital, continuing to provide safe, high quality care for our patients.

The Together strategic framework was the subject of the biggest consultation in the history of our hospital – engaging a third of our staff, our patients and our community on our proposed vision, three priorities and seven ambitions. We involved our Governors, volunteers and Friends of West Suffolk Hospital groups, wrote to our 5,600 public members and over 40 NHS bodies and partner organisations

I am very grateful for everyone's willingness to share their views and experiences. We listened and responded by making changes which are outlined in a summary report:

Our Strategic Framework Consultation Response.

The report can be found, along with the full **Consultation Strategic Framework**, by visiting: www.wsh.nhs.uk/together. Going forward we will continue to refer to the full consultation document which includes greater detail around our priorities and ambitions.

We have ambitious plans to improve what we do, whilst securing financial stability. We want to be one of the safest and most joined-up healthcare systems in England, working in a much more integrated way with those that provide health and social care in our community.

Our ambitions focus on the need to meet the new challenges facing the NHS: people living longer, with complex health issues, lifestyle diseases including obesity, alcoholism and smoking. This means not just treating the patient in front of us but working with our partners across west Suffolk to promote a healthy life and ensure we have the right care in the right place to support older people to live as independently as possible.

I spend a lot of time getting out and about around the wards and departments to hear first-hand from front line staff about the issues they face. We have great staff and I am always impressed by their commitment to West Suffolk Hospital. Ambition 7 recognises the importance of our staff and we will continue to value, support and invest in them to deliver the best quality and safest care for our community.



Dr Stephen Dunn
Chief Executive



Our challenges

Some of our challenges include:

- An ageing population which will continue to put pressure on our services
- Year on year increases in emergency activity
- An ageing hospital, not suited to the needs being placed on it
- Increasing dementia diagnosis and care, and diabetic care
- 'Lifestyle diseases' – obesity, alcoholism, smoking – storing up future costs and consequences
- A deficit this year and projected into the future

However, we have many opportunities to reduce pressure on our health and social care system and to work in smarter ways:

- **Intervention and prevention** – managing demand, working with our key partners to prevent admissions, rather than just responding to the demands put upon us
- **Integration** – changing the traditional boundaries of care by building closer links with GPs and our other partners so that we better integrate community, primary and secondary care services
- **Supportive** – we should be building networks to support our neighbouring hospitals, such as Addenbrooke's and the Norfolk and Norwich, who face enormous pressures on their services

There is a future for small hospitals such as ours, but we can't do more of the same.

One vision, three priorities & seven ambitions

We have an agreed clear vision, focused priorities and ambitions. They will underpin our work with staff, patients and colleagues in primary and community care to improve the quality and safety of existing services and accelerate the introduction of new joined-up preventative and integrated services in the community.



Our five year Vision

We have set ourselves one overarching five year vision: **To deliver the best quality and safest care for our community**

If we are to respond to the challenges of an ageing population then we need to ensure that our services are safe, integrated and focused on prevention and earlier intervention, rather than just treating the patient who comes into our hospital. We need to work with partners to reduce the pressure on our health and care system.

NHS England's 'Five Year Forward View' sets out a clear and compelling direction for the NHS. It argues that the NHS must take decisive steps to break down the barriers in how care is provided between family doctors and hospitals, between physical and mental health, between community services and social care. It argues that we need to see far more care delivered locally, organised to support people with multiple health conditions, not just single diseases.

Our vision aligns with the aims of our key partners - West Suffolk CCG's mission, for example, is to deliver the highest quality health service in west Suffolk through integrated working.

We should continue to compare and benchmark our quality and safety against others to learn how we can improve our services to our patients.

We can all be clear about how we contribute to this vision. Each and every service should ask two key questions:

- Who are currently the best in the country and how can we build on what they do?
- How could we integrate our services better with other partners so the public doesn't see the join?

Our Values

Putting you first

Developed with staff and patients, our values are **FIRST**

- Focused on patients
- Integrated
- Respectful
- Staff focused
- Two-way communication

Our ongoing commitment is to listen and learn from our patients, fully involving them in their treatment and promoting health and wellbeing. We all have a responsibility to live these values and through our appraisal systems will reward and recognise high performance.



Our three Priorities

We must transform what the hospital does. We must work with our primary and community care partners to prevent unnecessary emergency admissions. This means not just treating the patient in front of us but focusing on the population.



Priority A: Deliver for today

- Maintain and improve quality standards – A&E targets, elective surgery, rapid access to diagnostic tests, strong cancer and stroke performance
- Improve patients' experiences, safeguard patient safety
- Be prepared for a major incident or local emergency
- Secure financial sustainability
- Improve the facilities we work with



Priority B: Invest in quality, staff and clinical leadership

- Build on our excellent teaching and research base
- Identify our own best practice, talented staff and adopt a culture of 'share and celebrate'
- Support all our staff to be the best
- Learn lessons and adopt best practice from others
- Move to a 7-day service
- Train and develop a modern workforce, allowing staff to evolve new clinical roles
- Recognise the power of teams and do more to invest in clinical leadership
- Develop a Service Quality Improvement Framework, so we can measure intended improvements and show impact
- Benchmark ourselves against the best

Priority C: Build a joined-up future

- Work together across primary, community, secondary and social care to provide the right care, at the right time, in the right place
- Focus more on prevention, intervention and wellbeing, working with people before they become ill, keeping people well and out of hospital
- Build on our programme of service transformation with clinicians and managers working more closely
- Develop and support more integrated services in the community for patients
- Ensure the whole organisation embraces e-Care – our single integrated electronic patient record
- Explore developing a health and social care campus

Our seven Ambitions

These ambitions are about how we achieve our vision and priorities. We must align them with our partners' priorities which also address our challenges. These ambitions are focused on outcomes and underpinned by investments in staff and a new Service Quality Improvement Framework.



Ambition 1: Deliver personal care

- Deliver year-on-year improvements in the patient experience.
- Listen to feedback from our patients and be responsive to their needs.
- Learn lessons from incidents, complaints and patients' stories.
- Empower our patients and promote shared decision making.



Ambition 2: Deliver safe care

- Set goals and measure quality improvement.
- Benchmark against the best and adopt best practice.
- Focus on key indicators of harm; including pressure ulcers, falls, hospital acquired infections, medical errors and readmissions.
- Promote standardisation of practice.
- Maintain our position in the top 10% of hospitals with the lowest mortality.
- Ensure early identification of patients at risk of deterioration.
- Train, educate and support staff to deliver safe and effective care.



Ambition 3:
Deliver joined-up care

- Explore and develop more effective models of care with our partners and the community.
- Breakdown the barriers in how services are provided to deliver more joined-up care.
- Ensure patients are given the right care, in the right place, at the right time.
- Use e-Care to support the sharing of information across primary, community and secondary care.



Ambition 4:
Support a healthy start

- Give every child the best start in life and support families to provide good parenting.
- Promote a healthy pregnancy, natural childbirth and breastfeeding.
- Work with GPs to grow out-of-hospital paediatric skills and capacity.
- Ensure our services are child-friendly.



Ambition 5: Support a healthy life

- Deliver public health advice and ensure that every patient contact counts.
- Support patients in their own self-care.
- Identify with our primary and social care partners, the patients and families who with greater support, could improve their quality of life and reduce demands on services.
- Tackle areas of poor health outcomes with integrated and joint working with key partners.
- Lead by example and continue to help our staff keep to a healthy lifestyle.



Ambition 6: Support ageing well

- Ensure older patients are supported with their choices, involved in designing services to meet their needs and cared for in the most appropriate place.
- Look across the whole system to ensure we have the right care in place to support older people with complex conditions.
- Promote independence and a dementia-friendly hospital and community.



Ambition 7: Support all our staff

- Make West Suffolk Hospital a great place to work.
- Train, educate and motivate staff to be the best.
- Nurture leadership at all levels.
- Build on our excellent teaching and research base.
- Encourage involvement and contribution of ideas.
- Promote an open culture where staff can voice concerns without fear.
- Encourage staff to achieve healthy work life balance.
- Recognise and reward great performance.

Creating a new relationship with our community

As a local hospital at the centre of our community, in addition to the health economy, we will ensure that we play a full part in the West Suffolk Forum, the Suffolk Health and Wellbeing Board and work with our councils, partner trusts and other stakeholders.



We must ensure that we help and support our local communities to be involved in our ambitions for West Suffolk Hospital.

As one of the largest employers in west Suffolk we have a leadership role as a model employer. Wherever possible, we must encourage local apprenticeships and businesses. For example, by sourcing local, healthy food and working with our councils to do more for our communities.

Contact with local schools and colleges will be improved to help spread positive health messages and a greater understanding of the local NHS and future career possibilities. Harnessing the enthusiasm of our 5,600 Foundation Trust members, over 300 volunteers and more than 200 Friends of West Suffolk Hospital, we will recruit 'health ambassadors' to lead and promote health education and healthy lifestyle choices.

We will also consider how we can further enhance the patient experience and the support that we give to vulnerable patients by exploring other imaginative community roles such as 'dementia buddies' and 'falls friends'.



For further information

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