

Strategy Overview

2016 – 2021

Version 1.2 – May 2016



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1. Introduction

This document describes the strategy overview intentions for Surrey and Sussex Healthcare NHS Trust (SASH) from 2016 and 2021. It has been developed in partnership with Board members, executive members and members of our shadow council of governors and reflects the anticipated changing needs and priorities of patients, staff and the wider healthcare system. The document confirms the Trust's vision, values, strategic intent, strategic objectives and shares a summary of key risks to delivery of both the vision and strategy. The document goes on to describe the key strategies and the priorities in them which inform the future service developments which the Trust is seeking to deliver over the coming years.

The Trust recognises that delivery of its strategy can only be achieved by working effectively in partnership with others across the entire health care system. This includes patients, staff, CCGs, GPs, other providers the third sector and other key stakeholders. As the system wide sustainability and transformation plan (STP) is developed the Trust recognises that it will potentially need to review its strategy in light of this. The Trust is actively engaged in both the leadership and development of an effective and robust STP which focusses on the following priorities

- Developing future proof clinical services which are both clinically and financially sustainable
- Working across clinical networks and outside traditional organisational boundaries to develop new models and pathways of care
- Developing a workforce and new roles with skills that meet the clinical needs of patients and support the professional development of staff

This document is dynamic and will be reviewed on an annual basis as part of the business planning cycle.

2. The Trust

Surrey and Sussex NHS Healthcare Trust (SaSH) provides a comprehensive range of emergency and non-emergency services to the residents of East Surrey, northeast West Sussex, and south Croydon, including the major towns of Crawley, Horsham, Reigate and Redhill. It is a high performing hospital providing acute healthcare services to its catchment population of 530,000. The Trust employs 3,900 staff and works with 230 volunteers.

The hospital sits at the heart of our community and also provides services to thousands of people that pass through Gatwick Airport each day. Designated as a Trauma Unit, the hospital provides a range of accident and emergency care for children and adults, together with associated acute healthcare provision. The most serious accident and emergency cases are directed to Trauma Centres which SASH keeps close working relationships with.

At East Surrey Hospital (ESH), in Redhill, we provide acute and complex general hospital services. We also provide outpatient, diagnostic and less complex, planned services at Caterham Dene Hospitals, Oxted Health Centre and the Earlswood Centre in Surrey, and at Crawley and Horsham Hospitals in West Sussex.

Each year we will treat more than 34,000 emergency admissions and 44,000 elective admissions which include day cases. There will also be more than 340,500 outpatients, have nearly 92,000 attendances to our Emergency Department and deliver more than 4,500 babies.

In common with many other hospitals, SaSH is working within a health and social care system that is facing unprecedented pressure to meet the needs and demands of our catchment population. Population growth, increasing age profile, technological advances and rising expectations coupled with constraints in public sector finances combine to present a huge challenge to the system to maintain clinical and financial sustainability.

Our purpose within this context is to provide outstanding services to our population, which may vary over time due to patient choice and reconfiguration of services, in a way that provides ongoing clinical and financial sustainability. In so doing, it is incumbent upon us to play our full part in ensuring the wider health and social care system is sustainable and that we engage with our local community and ensure the voices of our patients, carers and the public are at the centre of all we do. To do this most effectively we recognise the importance of innovation, integration and partnership working with all parts of the health and social care system including NHS providers and commissioners as well as both third and independent sectors.

SASH is an associated university hospital of Brighton and Sussex Medical School and has established partnerships with Royal Surrey County Hospital and Guy's & St Thomas' NHS Foundation Trust to provide specialist services at ESH.

3. Our Vision

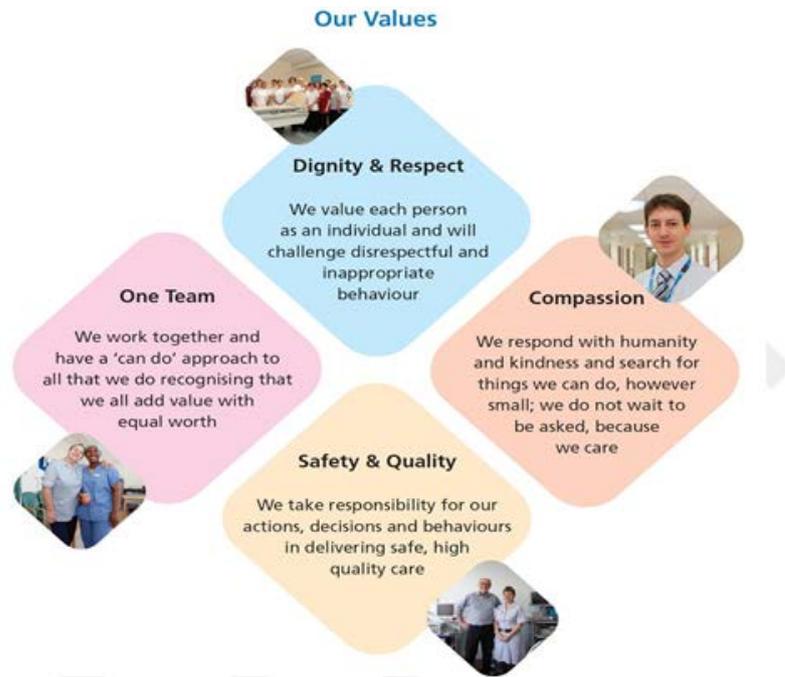
Our Trust sits at the heart of our community and our vision is that:

'we will pursue perfection in the delivery of safe, high quality healthcare which puts our community first'

We aim to be the provider of choice for our local community, delivering outstanding hospital services and working in partnership with others to provide a broader range of services at ESH.

4. Our values

We will achieve our vision through our values which underpin everything we do. Our values were developed in 2011 with input and involvement from both clinical and non clinical staff across the organisation. They are used on an everyday basis as a reference point to ensure there is quality in the way care is delivered and services are provided across the Trust. They are also used in the recruitment of staff and have changed very little over time despite annual reviews.



5. Our strategic intent

Going forward our strategic intent is based on four themes:

- **Excellence** – being relentless in the pursuit of perfection
- **Locally based services** – delivering as much care as close to home as possible through effective integration and partnership with others
- **Affordability** – a focus on the reduction of waste and cost, and improved efficiency and productivity to ensure financial sustainability
- **Leadership across the system** – working in partnership with others to develop and deliver innovative and integrated services and models of care across clinical networks

These four themes are what we describe as “the golden thread” which runs through our Integrated Business Plan as well as each of our core and supporting strategies. “The golden thread” defines our raison d’être as well as provides a reference point for all of our plans and strategies.

We understand that we cannot deliver our services in isolation and it is therefore imperative that we work in partnership with our NHS and commercial partners to develop and deliver integrated services and models of care, which include utilising clinical networks. Partnership and integration means working with others across the whole health and care economy, both providers and commissioners, working to the same agenda of delivering high quality, safe and affordable care.

Considering each of the themes in turn;

5.1 Excellence – being relentless in the pursuit of perfection

Excellence will be to deliver services that are;

- **Safe – Deliver safe high quality and improving services which pursue perfection and be in the top 20% against our peers**

We will do this by:-

- consistently meet national patient safety standards in all specialties and across divisions
- achieving an outcome of “outstanding” from the Chief Inspector of Hospitals
- avoiding preventable harm
- being open and transparent
- actively seeking out and supporting innovation from staff
- using evidence based tools and techniques to support transformation and improvement

- **Effective – As a teaching hospital deliver effective, improving and sustainable clinical services within the local health economy**

We will do this by:-

- achieving the best clinical outcomes for our patients
- delivering services differently to meet the changing needs of patients, the local health economy and the Trust

- **Caring – Working in partnership with staff, families and carers**

We will do this by:-

- delivering high quality care around the individual needs of each patient
- treating patients and their families with dignity, respect and compassion
- listening to patients and their families and responding to their needs and feedback
- developing information to cover areas and in a format that patients have influenced

- **Responsive – Become the secondary care provider of choice for our catchment population**

We will do this by:-

- delivering access standards
- using feedback to shape and improve the services patients receive
- developing appropriate local services at East Surrey Hospital, other Trust sites and in the community
- valuing staff, volunteers and our shadow governors
- supporting the continued development of all staff

- **Well led – Become an employer of choice and deliver financial and clinical sustainability around a patient led clinical model**

We will do this by:-

- being an organisation that is patient led and clinically and managerially enabled
- having the right number of appropriately qualified and competent staff always working to the highest stands of professionalism, ethics and care
- being a well governed organisation working in partnership with others

- having a visible leadership team who are engaged and play a valuable part in the local health and social care system to ensure the development and delivery of safe and sustainable services

These five areas form the basis of our strategic objectives ensuring our staff and our strategies for delivery are completely aligned in our pursuit of excellence and ultimately perfection.

5.2 Locally based services

Where appropriate we will work in partnership with others to provide integrated services close to where people live by;

- Partnering with other organisations to develop our health campus which provides services locally that would otherwise be provided for our population outside our catchment.
- Providing services closer to peoples' homes in one of the other health establishments SASH or partner organisations operate, or even at home where appropriate and affordable.
- Partnering with other organisations which provide specialist services that cannot be provided locally

5.3 Affordable

We will provide affordable services to the health system by;

- delivering excellence – in pursuit of perfection
- reducing harm, variation and waste and getting it right first time, every time
- continually improving productivity
- using technological advances appropriately
- work with partners to ensure only those patients with an appropriate medical need attend, are admitted to and remain in hospital
- achieving economies of scale by working in partnership with other providers

5.4 Leadership across the system

We will be an organisation that is patient led and clinically and managerially enabled.

Within the hospital this means;

- lead clinicians working with others, taking full responsibility over the delivery of outstanding and affordable services
- clinicians working with others and taking responsibility for the day to day management of wards
- delivery of specialty based clinical indicators and outcomes
- leaders identified, supported and empowered to act at all levels within the organisation

- a clear compact defining what staff can expect from the organisation and what is expected of them.

Outside the hospital this means;

- senior managers and clinicians engaged across the system to ensure the Trust achieves clinical and financial sustainability
- hospital clinicians working alongside GPs and other clinicians to design appropriate pathways of care as close to home as possible for patients
- playing a full part, by working with others, in ensuring an excellent and affordable health and care system,

Our strategic intent and “the golden thread” will be delivered within the context of integration and partnership working, alignment with the strategies and plans of our clinical commissioning groups wherever possible and meeting national priorities and the changing needs of patients.

6. Our strategic objectives

The Trust aims to be the provider of choice for the residents of East Surrey and northeast West Sussex. To achieve this we need to continue to develop our patient focus, clinical quality and responsiveness to ensure we can fully meet the expectations of service users, the local population and commissioners. We also need to ensure we are financially sustainable.

In common with many other hospitals, SASH is working within a health and social care system that is facing unprecedented pressure to meet changing population demands. Population growth, increasing age profile, technological advances and rising expectations coupled with constraints in public sector finances combine to present a huge challenge to the health and care system to maintain clinical and financial sustainability. SASH can only be clinically and financially sustainable if our health and care system is able to work together to meet this challenge.

Our purpose within this context is to provide outstanding services to our catchment population. These services may vary over time due to patient choice and reconfiguration of services, to support on-going clinical and financial sustainability. It is also incumbent upon the Trust to play our full part in ensuring the wider health and social care system is sustainable.

Our strategic objectives over the next five years are based on the five CQC domains with our local priorities.

- **S01 - Safe – Deliver safe high quality and improving services which pursue perfection and be in the top 20% against our peers**
- **S02 - Effective – As a teaching hospital deliver effective, improving and sustainable clinical services within the local health economy**
- **S03 - Caring – Working in partnership with staff, families and carers**

- **S04 – Responsive – Become the secondary care provider of choice for our catchment population**
- **S05 - Well led – Become an employer of choice and deliver financial and clinical sustainability around a patient focused clinical model**

6.1 Delivery of our strategic objectives

Our strategic objectives underpin each of our supporting strategies and corporate and divisional annual objectives. These, in turn, underpin departmental, team and individual objectives.

A high level delivery plan has been developed which sets out for each strategic objective the overall priorities, high level actions, key milestones and the lead director for each element.

Safe – Deliver safe high quality and improving services which pursue perfection and be in the top 20% against our peers

Lead director – medical director

Priority	Action	Outcome
Consistently meet national patient safety standards	Patient safety performance standards benchmark Trust in the top 20% against peers	Benchmark reports (top 20%) Outstanding CQC rating
Avoid preventable harm	Compliance with safety thermometer and as few as possible never events Safety goals included in all clinical staff appraisals Participate in national patient safety collaboratives Work in partnership with VMI to develop culture of continuous improvement Share good practice with staff and stakeholders	Annual plan quarterly summary of safety thermometer compliance Number of never events reducing Increasing number and % staff with safety goals included in achievement reviews Annual plan quarterly summary of progress Bi monthly report to Board including progress against metrics Zero harm caused by avoidable events
Further develop a culture of openness and candour	Develop and implement patient focus groups	Evidence of improvements and services shaped by patient feedback

Effective – As a teaching hospital deliver effective, improving and sustainable clinical services within the local health economy

Lead director – medical director

Priority	Action	Outcome
Achieve the best possible clinical outcomes for our patients	Achieve top 20% performance in benchmarked clinical outcomes	Benchmark reports – top 20% Compliance with NICE and clear plans in place for gaps
Develop robust and effective research and develop programme which supports increased involvement and publications	Year on year recruit more research participants and ensure learning is published	Increase in research participant numbers Increase in publications
Deliver services differently to meet need of patients, the local health economy and the Trust	Continue and embed discharge to assess Support and develop integrated reablement unit Develop and implement frailty unit	New services established
Work proactively with education partners and providers to support teaching, education and development of all staff disciplines	Build on existing and new education opportunities with HEIs, HEKSS and universities	Academic appointments with Surrey university

Caring – Working in partnership with staff, families and carers

Lead director – chief nurse

Priority	Action	Outcome
Deliver high quality care around the individual needs of each patient	Audit how patients feel cared about and respond to your care matters, patient surveys and FFT Show evidence of you said we did in all areas	0% upheld complaints 100% FFT results Positive feedback from your care matters Patient survey results in top 5%
Treat patients, carers and their families with dignity, respect and compassion	Continue to develop and deliver customer care training Demonstrate how patient listening events influence service development and improvement Continue with values based recruitment	Reducing number of complaints related to staff attitude Evidence of improvements and services shaped by patient feedback
Listen to patients and their families and ensure their views shape clinical services that reflect their feedback and care needs	Work with patients and carers as part of patient experience strategy Demonstrate how patients are involved in planning of care Actively seek feedback from patients, carers and their families Engage with the voluntary sector	Vibrant and engaged community working in partnership with SASH

Responsive – Become the secondary care provider of choice for our catchment population

Lead director – chief operating officer

Priority	Action	Outcome
Deliver all national standards	Access standards met Avoidable deaths and 7 day services Improved health and social care integration Improved cancer services Improved technology Improved patient experience Financial balance	Benchmarking reports Performance reports
Improve the services patients receive	Use patient feedback to further develop Macmillan Cancer information centre Continue series of hot topic events with patient involvement Involve patients in SASH+ work in partnership with VMI	Evidence of continually improving services
Develop accessible and as local services as possible	Review and increase use of SaSH @ home beds Complete Frontier pathology services joint venture implementation and delivery	Increase market share of services provided
Ensure patients receive the right care in the right bed at the right time, every time	Right size bed base and support reduction in LOS, MRD and improved NEL and Elective ratios Develop capacity plans to support	80% Bed utilisation LOS in top 20% Elective plans delivered

Well led – Become an employer of choice and deliver financial and clinical sustainability around a patient focussed clinical model

Lead director – chief executive

Priority	Action	Outcome
Live within our means to remain financially sustainable	Deliver financial plan Develop and implement viable long term financial model	Five years surplus and liquidity
We are an organisation that has a patient led clinical model	Key decisions are underpinned by clinical evidence	Improved quality and safety outcomes
Have appropriately qualified and competent staff who are valued	Ensure staff are involved in key developments Improve further staff to patient ratios Deliver ongoing staff and development programmes including talent management	Workforce plan supported by a skills profile Standard work in place supporting reduced variation Staff engagement in top 20% Turnover <12%
Well governed organisation working in partnership with others	Develop effective partnerships to design integrated services	Integrated services that respond to the needs of patients across organisational boundaries
Have visible leadership team who are engaged and play a valuable part in the local health and social care system to ensure the development and delivery of safe and sustainable system	Lead development of STP and influence effective delivery to support transformation	Integrated services within a sustainable system Success of STP implementation
Improve health and well being of staff	Develop health and wellbeing plan	Reduce sickness rates

6.2 Risks to delivery of our strategic objectives

The Trust has worked hard both operationally and strategically to ensure the delivery of high quality care and as such as our strategic objectives are rightly ambitious. Achieving success in a complex and challenging healthcare environment inevitably poses risks. The key risks (red risks recorded on the BAF) are considered to be:

- Failure to deliver income plan
- Failure to stop divisional overspending against budget
- Liquidity: Inability to pay creditors / staff resulting from insufficient cash due to poor liquid position.

It is well understood that there are elements of risk to our strategic objectives that are not under the direct control of the Trust. Wherever possible the Trust looks to consider the effect of external issues and the risks they pose to the strategic objectives of the Trust. These reviews will appear on the BAF as assurances where appropriate or mitigating actions where the Trust can influence the effect of a situation. The key risk areas to the delivery of our strategic objectives are considered to be

- Maintaining financial and critical mass in the context of CCG QIPP plans and their response to the establishment of the Better Care Fund which transfers significant funding from health to social care
- The potential loss of services through procurement and competition
- Integration with social care to deliver integrated pathways and ensure the Better Care Fund doesn't remove funding from existing services without having an alternative in place
- Population growth and changing demographics resulting in demand for services outstripping CCG resourcing and health system capacity
- Availability of suitable workforce to meet new capacity and quality requirements in a timely fashion
- Failure to agree and implement a system wide sustainability and transformation plan

Each of these areas is kept under review by the Trust and specific risks to the delivery of the Trust's strategic objectives and priorities are included in the Trust's Board Assurance Framework.

7. SWOT Analysis

To help shape our strategy and strategic objectives and the actions required to deliver these we have analysed our strengths and weaknesses and the opportunities and threats that we face.

The table below provides a summary of our SWOT analysis.

Strengths	Weaknesses
<ul style="list-style-type: none"> • Acknowledged clinical strengths and areas of expertise/high quality service: <ul style="list-style-type: none"> Maternity End of life care Ambulatory care Unscheduled care model Cardiology Enhanced recovery Paediatrics Neonatology • Clinical leadership model in place and being further enhanced • Loyal, engaged and committed workforce with high levels of morale • Good CQC report which evidences consistent delivery of quality and performance 	<ul style="list-style-type: none"> • Underlying financial deficit that needs to be resolved in the context of increasing emergency activity • Vacancies in nursing and AHP workforce and issues recruiting and retaining these staff • Risk of high levels of bed occupancy and increasing emergency activity not supporting quality and patient experience or efficiency improvements
Opportunities	Threats
<ul style="list-style-type: none"> • Our interface with primary, community and social care ensures that patient focussed care is delivered in the most appropriate environment • Develop integrated pathways with the local health community challenging existing models of care • Repatriate elective activity from out of area tertiary competitors • Development and implementation of replacement integrated patient administration system including electronic patient record • Participation in SASH+ in partnership with Virginia Mason and NHSI 	<ul style="list-style-type: none"> • Financial context and uncertainty of the national economy, future funding models and the pressure on acute trusts providing a financially challenged local health economy • Non delivery of CCG planned reductions in emergency activity results in on-going use of unplanned capacity and inability to implement service development plans/CIPs • Uncertainty about the Better care Fund (BCF) and commissioning landscape and what the implications are for the Trust • Uncertainty about the impact of the system wide sustainability and transformation plan

8. Our supporting strategies

8.1 Clinical Strategy

Our clinical strategy will drive and shape the provision of acute healthcare provided by SASH for the next five years and therefore the broad direction that each of the clinical divisions will follow to develop detailed plans for the individual specialties and services. This in turn informs our supporting strategies – workforce, IT, estates, quality, communications and marketing – to ensure their clear alignment with the overall Trust aims and objectives.

We have put clinicians at the heart of all decision making and they have taken an active part in the development of the clinical strategy. The clinical divisions will be primarily responsible for its delivery.

Clinical Strategy Objectives

Our clinical strategy is underpinned by five clinical objectives aligned with the Trust's strategic objectives. The primary clinical objective is:

Our Business: To provide a broad range of high quality services that allow us to be clinically and financially sustainable and to work with other experts to bring tertiary services and expertise local to our patients.

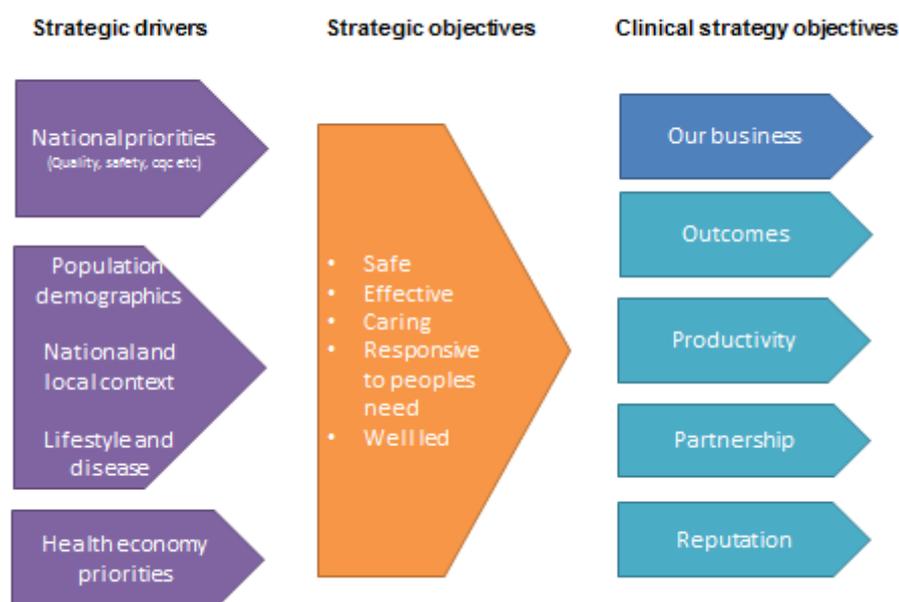
This primary objective is supported by four key enablers:

Reputation: Establish an excellent reputation through delivery of local and national expectations, commitment to academic training, research and innovation and become a provider and employer of choice.

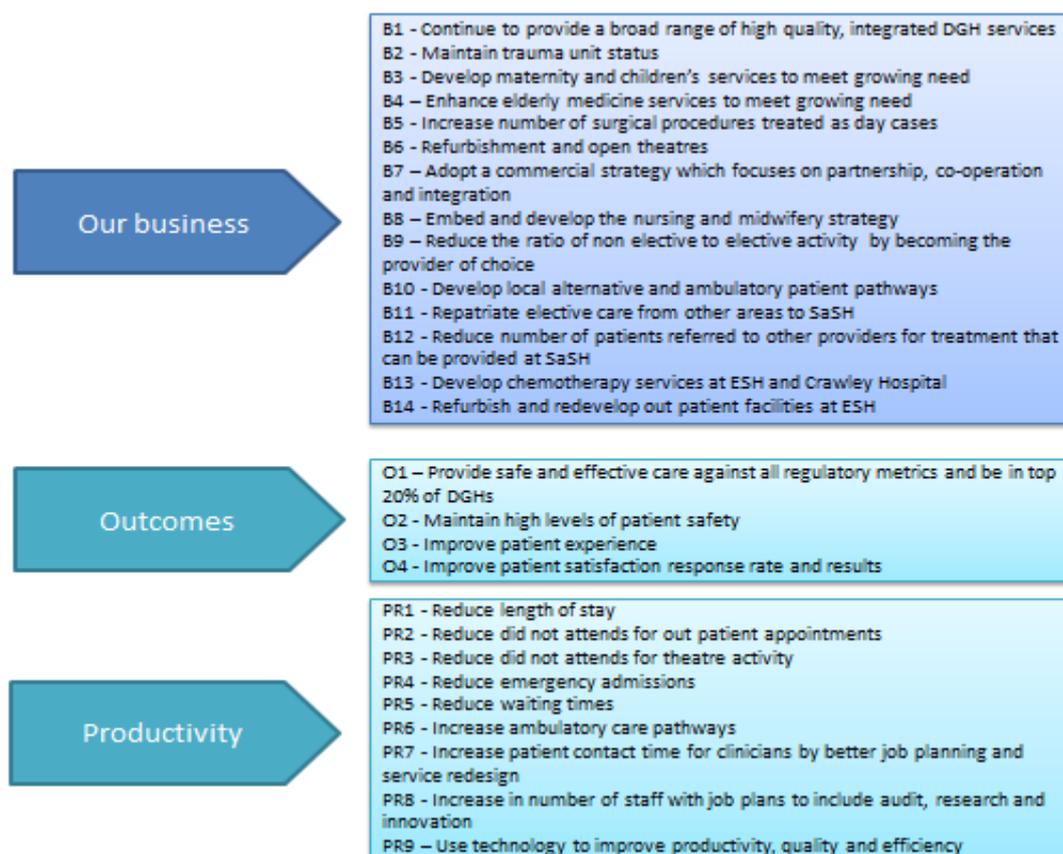
Outcomes: Deliver outstanding clinical and quality outcomes for our patients through a focus on patient safety, experience and clinical effectiveness

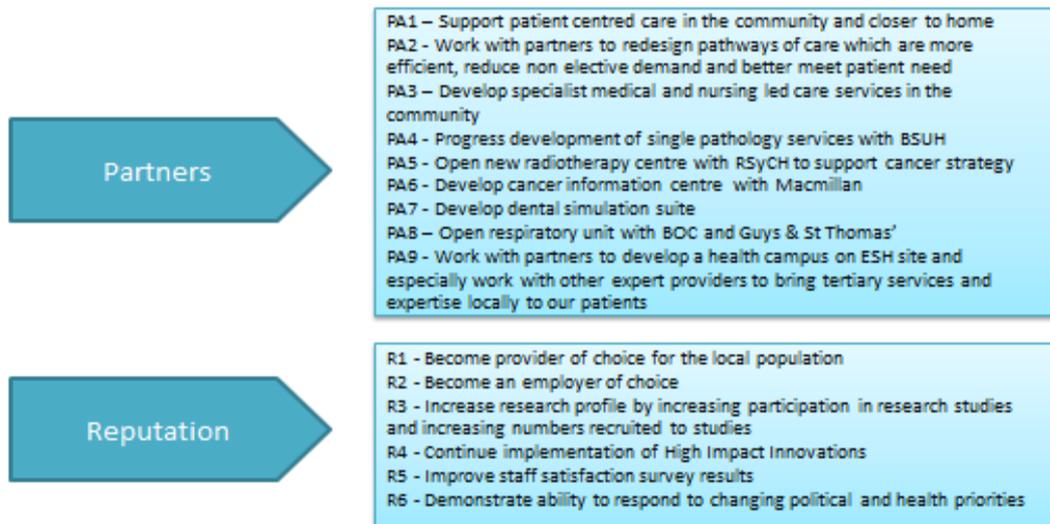
Partnership: Work with our NHS and commercial partners and engage with our community to deliver appropriate services and models of care.

Productivity: Improve productivity by innovating in our work using effective job planning, intelligent information, exploring technological solutions and benchmarking our performance.



The diagram overleaf summarises some of the key developments which will deliver the clinical objectives





8.2 Quality Strategy

Quality in healthcare is described as care or treatment that is effective, safe and personal or positively evaluated by patients. This definition underlines that patients have the right to expect to be safe in our care, that their treatment should be as good as, or better, than they can get anywhere else, and we should look after them and their families as people. Quality isn't just about the care we give, but about the way in which we give it and this is also highlighted in our Patient Experience strategy

Our quality strategy describes what high quality care looks like, how it should be designed and delivered and how all our staff play a part in its delivery. It also describes the processes by which the three domains of quality – effective, safe care that is personal - are overseen from the bedside through to the Trust Board and with our commissioners and NHS England colleagues.

Our Quality objectives are:

- To ensure each patient receives the right treatment at the right time
- To offer and deliver services appropriate to a modern DGH which are as good as or better than our neighbours and peers.
- To maintain or exceed a 'good' CQC rating

We will measure and judge our quality performance through:

- Patient and carer experience
- Outcomes (effectiveness) - both patient and clinician reported measures
- Patient safety - harm free care
- Patients and staff recommending our services to family and friends

All our quality improvement work will be set in partnership with our local community, and be based on benchmarked quality performance, through locally generated metrics and those provided through accepted agencies (Dr Foster, national and regional data sets), our local audit programmes and local patient experience data. We will constantly sense check these priorities against our desire to be excellent by the expectations of our patients and

commissioners, CQC standards and against the Monitor Quality Governance Assurance Framework.

8.3 Workforce and Organisational Development Strategy

To realise our ambitions, responsibility and accountability for the delivery of safe, effective and personal care must be put as close to the patient as possible.

There is no one set of actions that will deliver our Workforce Strategy and some priorities such as the training and education of clinicians have long lead in times. We have therefore developed a strategic framework of six inter-related themes which will focus the organisation, supported by our HR team, on the priorities to deliver our strategy:

- Leadership and Management
- Staff Engagement and Involvement
- Workforce Planning and Capacity
- Training and Professional Development
- Health and Well-being
- Recruitment and Retention

The key themes are underpinned by the organisational development work we have done with GE Healthcare on values and behaviours. Each theme has a dedicated programme of work to support its delivery.

8.4 Estates Strategy

Our Estates Strategy supports the delivery of our strategic objectives, ensuring the Trust's estate is fit for purpose now and in the future as we move to seven day working and the provision of more services closer to people's homes.

During 2012 the Trust's built assets were completely re-surveyed for physical condition, space utilisation, functional suitability, quality, environmental impact and statutory compliance. The general picture is one of physical facilities which:

- While not aged, are ageing, with a significant and growing maintenance backlog
- Are tired in terms of look and feel which affects the patient experience, overall quality and the organisation's reputation
- Are expensive to run and heat, scoring poorly on both NHS Estates and government Display Energy Certificate measures of environmental performance
- Are cramped, especially many wards, and increasingly unsuitable for modern healthcare delivery in terms of functional suitability and space allowances
- Have fallen behind the times in terms of published standards, and are increasingly ill-placed to respond to future developments.

Addressing these the Estates Strategy focuses on the following schemes and activities:

1. Backlog maintenance – investing in specific schemes to address areas of the estate which require targeted activity to ensure they are fit for purpose and can be maintained routinely going forward

2. On-going maintenance – systematically investing to provide the required facilities to enable the Trust to achieve high standards of clinical outcomes and patient experience

3. Modernisation – routinely assessing the estate to identify and upgrade areas where facilities and the environment can be refurbished and developed to take advantage of new technology and equipment

4. New development – implementing the Estates Strategy through an efficiently managed capital investment programme

5. Energy efficiency – investing in schemes designed to reduce energy costs and the Trust's carbon footprint including the replacement of time-expired plant and installation of a combined heat and power unit.

6. Space – exploring creative solutions to space management to provide optimum clinical space occupation and efficient colocation.

The Trust has recently completed a £70m development programme funded by SHA/TDA Public Dividend Capital, depreciation of assets and property disposals.

The following schemes have been completed:

- Endoscopy Unit refurbishment and extension
- Construction of two new wards providing an additional 40 beds
- New theatre block comprising four theatres
- New Day Surgery Unit
- New Children's Outpatients
- Hazelwood Ward refurbishment, providing an additional 16 Beds
- Emergency Department expansion and refurbishment
- Construction of a new Main Entrance, including retail facilities
- Post Graduate Centre extension and refurbishment
- Amenity beds (Brook Ward)
- Replacement CT scanner
- Construction of a radiotherapy Unit with Royal Surrey County Hospital
- Construction of a respiratory step down unit with BOC/Guys and St Thomas'
- Expansion of car parking facilities for visitors and staff
- Ward refurbishment (on-going)
- Theatres - new construction and refurbishment
- Macmillan Cancer Information & Support Centre
- Car park extension/improvements (ongoing)
- Cardiology unit expansion including second angiography suite
- Additional ward capacity

A capital programme is in place to support the delivery of the Estates Strategy.

8.5 IT Strategy

Our IT Strategy aims to deliver an integrated Electronic Patient Record providing clinical and administrative staff with appropriate information wherever and whenever they need it and which supports the “*clinical 5*”:

- Patient Administration System with integration to other systems and sophisticated reporting
- Order Communications and Diagnostics Reporting including all pathology and radiology tests and tests ordered in primary care
- Discharge Letters with coding
- Scheduling for beds, tests, theatres etc
- E-Prescribing (including ‘To Take Out’ medicines).

The strategy focuses on the following themes:

1. Infrastructure – to ensure the Trust is served by an infrastructure that supports the needs of the organisation and its users.

2. Electronic Patient Record – To develop an Electronic Patient Record that meets and exceeds the ‘*clinical 5*’ requirements

3. Clinical applications that sit outside of the Electronic Patient Record – In addition to the ‘*clinical 5*’ various departmental applications will need to be in place to support a specific need or requirement.

4. Supporting administrative functions – to ensure that the Trust’s administrative processes are fully supported by appropriate IT. This includes areas such as HR, Finance and Procurement.

5. Patient Facing Systems – systems which are used directly by patients, for largely administrative purposes, such as outpatient bookings, or as part of enhancing patient experience.

6. Governance – to ensure that the proper structure and processes are in place to allow the strategy to be implemented.

8.6 Market Development Strategy

Our market assessment identifies a potential competitive threat to each of the services provided by SASH and especially for elective and diagnostic services where these can be provided either in a community setting or the patient’s home. The increasing use of AQP and Prime Provider models will both reduce the price of care and also increase competition from other providers such as the independent sector and non-hospital based NHS providers such as GPs and community providers.

To compete effectively within the local healthcare market we will

- Continue to drive down overheads and reduce costs

- Identify and promote those services where we can differentiate our offering from that of our competitors on the basis of quality
- Proactively market our services using the NHS brand
- Focus information for patients to better help them make an informed choice