Ashford and St. Peter's Hospitals NHS
NHS Foundation Trust

COUNCIL OF GOVERNORS
Wednesday 7th September

TITLE	**ASPH Together We Care Strategy 2022-25**
EXECUTIVE SUMMARY	In July 2020, the Trust Board agreed to carry out a full strategy refresh in light of the COVID-19 pandemic and other significant developments that have taken place since our 2018 strategy was published. In Summer 2021, we began to engage with our staff, members, Governors, stakeholders and our community to collate a wide range of views around what areas were still fit-for-purpose and areas that needed to be refreshed. Following the engagement sessions, the sub-committees for each of the strategic objectives reviewed and agreed the refreshed content for their objective. This presentation sets out the reasons for refreshing our strategy and what hasn't changed, as well as the changes for the five strategic objectives and the key focuses for each.
The Council is asked to:	To note
Submitted by:	Tom Smerdon, Director of Strategy and Sustainability
Date:	30th August 2022
Decision:	To note

Ashford and St. Peter's Hospitals
NHS Foundation Trust

ASPH Together We Care Strategy 2022-25

Patients first • Personal responsibility • Passion for excellence • Pride in our team

Our Together We Care Strategy

- We launched our Together We Care Strategy in 2018, setting out a new vision for the Trust to provide an outstanding experience and the best outcomes for patients and the team.

- Guides how we deliver and develop our services, and the other work we do to achieve our mission including how we support our community and how we ensure the wellbeing of Team ASPH.

Reasons for refreshing our Strategy

- The NHS Long Term Plan (2019)
- COVID-19 pandemic
- Health and Social Care Act (2022)
- Increase in demand for healthcare
- National reviews
  - Francis
  - Berwick
  - Keogh
  - Ockenden
  - Paterson
  - Pascoe

What hasn't changed

Mission

To ensure the provision of high quality, sustainable healthcare services to the communities we serve.

Vision

To provide an outstanding experience and best outcomes for patients and the team.

Values

- Patients First
- Personal Responsibility
- Passion for excellence
- Pride in our team

Aims

Every patient will say…

- I was treated with compassion;
- I was involved in a plan for my care which was understood and followed; and
- I was treated in a safe way, without delay.

Every member of the team will…

- Feel able to give their best and feel valued for doing so.

What hasn’t changed

Our five strategic objectives:

Quality of Care

People

Modern Healthcare

Digital

Collaborate

Quality of Care

Grow and develop as a place of learning, underpinned by a culture and mind-set of continuous improvement that reduces harm and improves patient experience.

What's changed?

- In light of the pandemic, we have refined the objective wording to reflect the work that has been undertaken since our 2018 strategy to grow and develop as a place of learning and improve patient experience
- We have harnessed the multi-disciplinary learning events aligned with our education strategy to reduce incidents and enhance the continuous improvement and culture change.
- We published the Trust's Harms Free Care Strategy in 2021, as part of our commitment to harm reduction.
- We introduced our Healing Arts programme which aims to improve patient experience and outcomes.

Quality of Care

Key focuses

- Patient Experience
- Infection Prevention and Control Strategy
- Healing Arts
- Accessible Healthcare

People

Being a great and safe place to be, where we continually listen, include, empower, and value everyone.

What's changed?

- Since 2018, we have seen advancements in national strategy, such as the *People Plan* and the *Future of the NHS Human Resources and Organisational Development Strategy*, which have
- We have changed the objective wording to reflect the work that has been undertaken since our 2018 strategy to make ASPH a safe and great place to be
- We want Surrey to attract the best in-class workforce
- We want those born and brought up in Surrey to recognize the long-term career opportunities available in health and social care and develop positive relationships with those services from an early age.
- Following the COVID-19 pandemic, there is an even greater focus on keeping our staff safe, both psychologically and physically, promoting inclusion in everything we do as well as empowering and valuing our people to listen, learn and improve.

People

Key focuses

- Culture, Leadership, Diversity and Inclusion
- Staff Experience and Wellbeing
- Flexible Working and Rostering
- Grow Your Own and Anchor Institution Priorities
- Resourcing and Recruitment
- Staff Upskilling and Transformation Roles

Modern Healthcare

Delivering the most effective and efficient treatment and care by standardising the delivery and outcome of clinical services.

What's changed?

- As we emerge from the pandemic, there is a greater need for efficiency of operational delivery, to reduce extended waiting times and ensure that people are able to access our services in a safe and timely way.
- We have been working to develop Ashford Hospital as an elective treatment hub to help with the capacity to support waiting list recovery across Surrey.
- We are focusing on providing services in the community, including rehabilitation and diagnostics, to help improve access for patients.
- We are due to publish a Green Plan in 2022, which will be building on work already underway to improve our environment and make our services more sustainable.

Modern Healthcare

Key focuses

- Getting It Right First Time (GIRFT)
- Urgent and Emergency Care Services
- Elective and Diagnostic Services
- Access to our Services
- A Greener NHS

Digital

Using digital technology to improve clinical pathways, safety and efficiency and empower patients.

What's changed?

- Since the last strategy was published, a number of system-wide and national initiatives have moved the focus, one of which is the *What Good Looks Like* framework (2021).
- We have defined our main aim as *Safe Care, Better Experience*
- The themes of Empowering the Person and Supporting the Clinician are front and centre of the strategy
- The requirement to strive for integration and interoperability is becoming better understood as key to providing joined-up care across the system.

Digital

Key focuses

- Patient Portal and Remote Monitoring
- Data-driven Decision Making
- Robust Infrastructure
- Information Security
- Supporting the Workforce

Collaborate

Working with our partners in health and care to ensure provision of a high quality, sustainable NHS to the communities we serve.

What's changed?

- Shortly after the publication of our 2018 strategy, the NHS Long Term Plan was released, which focuses on a collaborative approach to deliver that plan.
- The Health and Social Care Bill was going through government at the time of writing our strategy, which also had a clear focus on collaboration.
- Ashford and St Peter's Hospital NHS Foundation Trust is a formal member of the North West Surrey Health and Care Alliance, and will work with other member organisations, the voluntary sector, business, education, charities and faith groups, to provide better outcomes for the population of North West Surrey.
- We are looking to pursue opportunities to collaborate with other providers so that we are able to offer robust and sustainable services, as well as reduce the variation of outcomes and performance between ASPH and other providers

Collaborate

Key focuses

- North West Surrey Alliance
- Provider Collaboratives

Next steps

- Publish the Together We Care Strategy 2022-25
- Formally launch the strategy through a range of communications channels
- Develop our Clinical and Estates strategies, as well as other support strategies, through engagement with our staff, board, governors, membership, and stakeholders.

Questions