



Portsmouth Hospitals
NHS Trust



Working Together

Portsmouth Hospitals NHS Trust Strategy
2018–2023



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Introduction



From the Chairman

I am proud to present our Trust Strategy setting out our ambition for the next five years. Our new vision demonstrates our commitment to *working together to drive excellence in care for our patients and communities.*

As a Trust based in the heart of our local community we have a pivotal role in promoting health and care, whether this is for those living in Portsmouth and South East Hampshire, or in providing specialist services for Hampshire and beyond. Our communities are changing, growing, getting older, and at a speed faster than the national average. The environment in which we provide our care is also changing, and just as rapidly.

All of this means that we must transform the way in which we deliver care. In speaking with our patients, families and communities, we have heard that we need to focus our attention on providing the right care in the right place. For us this means that we will promote and advocate for our community to stay healthy. For people who are unwell, we will look to take new and innovative approaches to the delivery of care, building on and using our strengths, particularly our national position as an exemplar in research.

In the future, healthcare will not look like it does today. We need to be dynamic and react to this changing landscape. To do this, our Strategy looks to develop solid foundations by investing in our staff, buildings

and technology. This is so that, where possible, we can provide care closer to home, integrated with other services to achieve a seamless experience. We will also need to focus our attention on strengthening our relationships with, and in, our communities.

We are proud of having a military hospital as part of our history and the principles of loyalty and commitment continue to define us. In launching this Strategy in the 70th year of the NHS, we are determined to strive to provide excellence in everything we do. Only through working together, in our teams, with our partners, and most importantly, with our patients and their families and carers will we achieve this.

Melloney Poole, Chairman



From the Chief Executive

Our Strategy sets out an ambitious vision for our Trust. It identifies a number of areas that we must focus on to improve and build on the high-quality services that we already provide.

Fundamentally, we need to get the basics right – continuing to provide excellent care for every patient, every time. We are looking to the future to ensure that our services evolve to meet the needs of our patients and communities.

Our staff are our most precious asset, without whom the success of this Strategy would not be possible. I am proud of the enthusiasm and commitment they have shown in shaping the Strategy and I know their dedication to providing the best possible care for our patients will ensure the goals we have set out are realised.

We are immensely proud of everything we do at Portsmouth Hospitals NHS Trust and we are unashamedly ambitious for our future; for our patients and our staff. In the future we will deliver our services differently. Continuing to engage with our communities and our partners, we will transform the way that we work. Increasingly we will support care out of hospital with a focus on prevention. By working with our partners, patients will see a more joined-up approach to their care and receive better experiences wherever they use our services.

This Strategy was developed from listening to our staff, patients, partners and members of our local community, and their feedback provided the basis of the strategic aims. It outlines what we want to achieve over the next five years.

We are privileged to play a central role in supporting the health and wellbeing of our local communities and our aspiration is for this to continue to evolve, by working together. We commit ourselves to addressing once and for all, some of the longstanding issues which have challenged us over many years. We take responsibility for finding solutions and delivering on our promises.

This document is just the beginning of our journey. A supporting implementation plan summarises the key activities that we will need to complete to realise our aims. The work that we do from now is critical to delivering our vision for the benefit of patients and our communities.

I am confident that we can achieve the aims we have set ourselves, through the continued support and efforts of our staff, volunteers, Board and partners, working together.

Mark Cubbon, Chief Executive

Our Vision...



Working together to drive excellence in care for our patients and communities

...which we will achieve through

Our Strategic Aims...



Support safe, high-quality patient-focused care



Take responsibility for the delivery of care now and in the future



Invest in the capability of our people to deliver on our vision

Fulfil our role for the communities we serve



Build the foundations on which our team can best deliver care

...which are supported by

Our Values



Working together for Patients



Working together with Compassion



Working together as One Team



Working together Always Improving

Our Vision

Our vision sets the ambition for our organisation.

Working together to drive excellence in care for our patients and communities

Working Together

We will work together to solve problems and to achieve our Trust ambitions. We will work collaboratively within teams, across teams in the Trust, and with our external partners, regardless of grades and roles. We recognise the impact we can make together. As importantly, we each need to work in partnership with our patients, their families and the community. Whatever the need, we are part of a single team working for a common good and patient benefit. We will work together to deliver our vision.

To Drive Excellence in Care

We will always pursue excellence. We are open to feedback, and will address areas that need to improve. We are committed to being and working at our best. We are outward looking and look to learn from others and seek out best practice. We will celebrate excellence and share ways of working and insights more widely, and we support each other to achieve our potential.

For Our Patients and Communities

We will fulfil our role across the communities of Portsmouth and South East Hampshire, and beyond, with our partners and with patients, their families, carers and communities. Providing for, and with our patients and communities is our core purpose. We recognise the diversity of our staff and our patients, and we acknowledge that we serve a number of different communities across the region.

Our Values

We have four core values that outline how we expect each of us to work together and provide care for patients. All of our staff, volunteers and Board members commit to uphold these, whatever our role or level in our Trust.

Working together...



for Patients

Our core purpose is to provide the best care and experience for our patients, in everything we do. This means that we expect our staff and volunteers to:

- Prioritise safety
- Focus on the quality of patient care
- Deliver great customer care and experiences
- Act with professionalism
- Pursue the best outcome
- Take personal responsibility and make no excuses



with Compassion

Our people and our patients deserve to be treated with respect and kindness. This means that we expect our staff and volunteers to be:

- Compassionate and kind
- Friendly and courteous
- Attentive and helpful
- Protective of patient dignity



as One Team

We work better together, and need to collaborate to achieve our aims. This means that we expect our staff and volunteers to:

- Listen and hear
- Break down silos and work in partnership internally and externally
- Explain and involve patients and staff in decisions
- Respect everyone's time



Always Improving

We can always improve and should consistently seek to do better. This means that we expect our staff and volunteers to:

- Seek and give feedback
- Identify and make improvements to how we do things, however big or small
- Work efficiently, and keep things simple
- Live within our means
- Develop through learning
- Engage, innovate and improve

Our Ambitions to Deliver on Our Vision

As a Trust, we each individually support our vision and know that we contribute to its achievement in what we do every day. To bring our vision to life, we have set ourselves nine ambitious goals that provide further detail on what our vision means in practice. Our five strategic aims have been developed to support us in achieving these. We will know we have been successful when each of these have been realised, recognising that we will need to continue to focus on these beyond the next five years.



Who We Are

Portsmouth Hospitals NHS Trust is a large district general hospital providing comprehensive acute and specialist services. We are the largest non-teaching hospital trust in England, with an annual turnover of close to £550m, employing over 7,000 members of staff. Our main site is the Queen Alexandra Hospital located in Portsmouth and our staff work across Portsmouth and South East Hampshire.

We proudly provide care and support to three key communities:

- **Local community** – we provide comprehensive acute services to meet the needs of approximately 675,000 patients in our primary catchments of Portsmouth and South East Hampshire
- **Regional community** – we provide some services, general and specialist, to the broader Hampshire communities and beyond
- **Military community** – we are one of the largest hospitals working with the Ministry of Defence to provide care for serving military personnel and veterans

While these communities have often been implicit, our focus over the next five years will be to make our role clear in terms of what actions we need to take to best deliver care for each of these communities.

What sets us apart?

We are proud of what we do and achieve as a Trust. We continue to aim to deliver new and innovative approaches to care. We believe that this sets us apart from other district general hospitals. There are numerous areas where we have exemplary performance, and where we perform a regionally significant role, including:

- Award-winning clinical research and academic partnerships integrated into practice
- Designated Cancer Centre, part of the Central and South Coast Cancer Network
- Cancer Beacon Status for the Head and Neck Cancer Services
- Wessex Kidney Centre
- Victory Institute for Minimal Access and Robotic Surgery (VIMARS), largest robotic surgical training unit in the country
- Level 3 Neonatal Intensive Care Unit

What we do...



Our Emergency Department saw over 144,000 patients and we dealt with more than 59,000 emergency admissions.



Over 5,500 babies were born at our hospital.



We had over 67,000 planned admissions. We saw over 516,000 outpatients and carried out over 57,000 day case operations.



Our services were delivered by over 7,000 employees and over 600 volunteers.

...over the course of a year

National and Local Context

We directly serve the Portsmouth and South East Hampshire community and are part of a number of other local and regional relationships including the Hampshire and Isle of Wight Sustainability and Transformation Partnership (STP). We acknowledge that we are part of a larger healthcare economy with important responsibilities and opportunities for our role as a committed partner and collaborator in the system. Our Strategy has been informed by the national and local context and the roles that we have.

Nationally there has been a decisive policy shift towards supporting our communities to stay well for as long as possible through preventative healthcare. This means giving people greater control when they need care and support and joining up services so that there is a seamless experience in care wherever it is received. There is also a drive to do this as efficiently as possible while maintaining and optimising the quality of care. National policy such as the Five Year Forward View make explicit that integration will be the key to sustainable service delivery in the future. We believe that this is the appropriate direction of travel for our patients and our communities.

We already work together with a number of local and regional providers of health, mental health and social care services, commissioners and other partners. We share a number of common challenges with our partners and as a Trust, we face a number of challenges that we must address but that cannot be solved in isolation.

The success of our service is dependent on the success of the system, and vice versa. We fundamentally cannot deliver our Strategy without working together.



Context

The Opportunity

The Portsmouth and South East Hampshire Community

The Trust serves some relatively deprived communities who require specific interventions to support optimal health and wellbeing. The Hampshire population is set to grow and age significantly faster than the national average, placing increased strain on all aspects of the service.

Together, with partners, our staff, and patients, carers and families we need to determine the right care for our communities which can be delivered in a sustainable way. We need to better understand our communities, target people who may be 'at risk', and adopt a local approach that is 'fit for purpose'. We will promote wellbeing to minimise demand and keep our communities well.

Provider Footprint

Within 25 miles of Queen Alexandra Hospital there are four acute providers that serve the population. Every day we work in partnership with a number of providers of services including other acute care, community care, primary care and GPs, and mental health providers, as well as those from the voluntary and third sector. We have many common challenges to address.

We will work in collaboration and support our partners. We will actively participate in strategy development, planning, and joint decision making around what care is provided, how and by who.

Access

We recognise the important role that we have in the delivery of care, and providing access to acute and elective services. However many people in our community receive care from us when they could have their needs better addressed in other parts of our local care system which would help to prevent unnecessary admissions and reduce delays.

We will work in collaboration to address systemic issues that prevent people receiving the right care in the right place, by the right partner. We will explore alternative models of care and modes of delivery away from acute care to meet community needs.

Operational Performance

We have further to go to achieve optimal efficiency levels as a Trust and don't always make the best use of our resources. Our ability to consistently provide high-quality care is at risk of being compromised by the demand that we face. We know that our partners in the community also face issues regarding sufficient staff and resources.

We will build on successes to date, work with partners to respond to the levels of demand for services.

Military

The Trust has a close and important relationship with the military. The military are a significant and visible workforce within the Trust.

We will work in partnership with the Defence Medical Services to determine our strategic role to provide care for serving military personnel and veterans.

Our Performance

The Strategy has developed from our current performance as a Trust, and is designed to help us address our key challenges. A clear strategic direction will allow us to make key decisions. While we know we need to focus on financial, operational and quality improvements, we also have a number of exemplar services and practices that we commit to supporting. We have an opportunity to build on our strengths, and to share and replicate learning to gain greater benefits across the Trust to achieve consistency in the delivery of high quality sustainable care.



Performance



The Opportunity

Financial Performance

The Trust faces significant financial challenges. A rigorous plan to address the deficit and deliver efficiency savings is already underway.

We need to continue to deliver the financial initiatives and targets we have set ourselves, and encourage a culture of accountability for financial sustainability across all staff.

Quality Performance

Quality assessments of our performance have identified a number of areas for improvement.

We need to support quality improvement initiatives and stress the importance of getting the basics right.

Workforce

Due to national and local factors we have challenging workforce pressures resulting in high agency and locum spend, and skills shortages. Some services are already exploring new workforce models.

We need to create a workforce strategy to enable long-term workforce planning incorporating new models of care and roles. Where we have piloted programmes we need to look at the ability to scale and replicate. We must continue to work in partnership to address this challenge, working across health and other sectors.

Academic

While we are not a teaching hospital, we are proud of the relationships that we have built with a range of academic partners. We have sought to identify opportunities and target programmes in these areas.

We need to work with our academic partners to identify and leverage opportunities. We will look to do that in a systematic way through assessing our specialties and their future directions and models of care, workforce and academic ambitions.



Performance



The Opportunity

Research

We have a high-achieving and award-winning research function which has grown significantly over recent years. Our achievements, particularly in translational research are outstanding, and something of which we are extremely proud.

We need to make sure that the research function is embedded in the Trust, with support for it to reach its potential. Our research needs to continue to help address our key challenges at the Trust to improve patient care.

Collaboration

There are a number of exemplar services and practices in our service that have insights and best practice that could be shared more broadly across the Trust.

We need to create a culture of, and opportunities for, greater information sharing and collaboration.

IT and Information

Our digital maturity is behind some of our peers, and impacts the ability of our staff to collaborate with colleagues and partners. Good information will support a number of our strategic aims as a Trust.

We have an opportunity to focus our attention on how we can enhance our systems, including in greater alignment with our partners.

Estates

We have a largely modern estate at our main site, however some parts are in need of an upgrade. Some of our services require additional space to meet current demands on capacity. With advances in technology and ways of working, our facilities may not support the most efficient and effective way to provide care.

We need to better utilise our space at Queen Alexandra Hospital, and look to how we can provide services beyond the main hospital site. This includes assessing how we use office space and storage, and supporting areas that need redevelopment to improve our operational performance.

Our Strategic Aims

Our Strategic Aims are our key priorities for the Strategy to deliver. Our Vision and our Values are long-term and our Strategic Aims are tailored to the next five years. They clearly define our focus and give clarity to staff, partners and communities about what matters most.

While the Strategic Aims are short statements, they directly relate to more comprehensive objectives which then flow through to detailed activities and planning. Our Strategic Aims are not just words but part of a larger strategic framework which will effect real change in our services.

The Strategic Aims will become a part of how we all do our jobs in the Trust. They will shape everything from how we decide which projects to undertake, where we

focus our time and effort, to how we report and judge our progress whether at a personal, team, or Trust-wide level. The Strategic Aims will become a part of our governance and performance processes, as well as our regular personal, team, department and Trust planning exercises. As we all have a role to play, we will all be directing our focus on making sure that we are delivering against our goals and the Strategic Aims will be an important tool to keep us on track.



Fulfil our role for the communities we serve



Support safe, high-quality patient-focused care



Take responsibility for the delivery of care now and in the future



Invest in the capability of our people to deliver on our vision



Build the foundations on which our team can best deliver care





We will fulfil our role for the communities we serve

As a Trust we need to review and assess our services so that we are aligned to deliver against the role we are best placed to deliver in the system. We cannot address the systemic issues we face in isolation and need to work closely with our partners.

At our core, we provide three types of services: comprehensive acute care to our patients and to our local population, host for some regional services, and support for our serving military personnel, veterans and their families. While our role has not changed, in the past we have not been as clear as we could be on what this means; what services we should provide, and what our partners should provide, how and where services should be provided. It is timely for us, in the first instance, to review our services to understand how best they can meet the needs of our communities. By defining our core role and purpose it will be easier for our teams and our people to work to strengthen that role and make

decisions about which opportunities to pursue. It will also be easier as a Trust to prioritise our resources and efforts to tackle the challenges and opportunities that really matter for the communities that we serve.

We do not see ourselves as separate to our community. We face systemic issues particularly regarding access, and capacity, like our partners. We need to build on our relationships with our partners, and jointly plan and develop system responses to address our collective challenges. We commit to addressing and building solutions that we directly control, as a part of a systematic partnership approach.



Objectives, outcomes and measures

Objective	Outcomes	Measures
1.1 Fulfil our role as a provider of timely, accessible care to the Portsmouth and South East Hampshire communities	<ul style="list-style-type: none"> Understanding how our clinical specialties will best provide care for our local catchment Enable seamless, patient-focused care across the system Work with primary and community partners to make hospital capability available to help optimise care delivery in the community, so patients get the right care in the right place, with a focus on frail and elderly, and those experiencing long term conditions Optimise all aspects of flow of patients through the hospital from ED to discharge that are within our control to create seamless care between services Deliver system-wide initiatives to improve urgent care Rebuild capacity for elective procedures Support and enhance our cancer and stroke centres 	<ul style="list-style-type: none"> Fewer gaps in service profile Core access outcome indicators better than benchmarked e.g. 4 hour wait times Average length of stay in similar diagnostic groups is consistent and meeting benchmarked averages
1.2 Work with partners, leading in the provision of the right specialist services in the region	<ul style="list-style-type: none"> Complete clinical service assessment for each service identifying where greater support can be provided, and opportunities for transformation and collaboration Drive system service planning across Hampshire and the Isle of Wight identifying which partner is best placed to provide services and supporting our partners to succeed 	<ul style="list-style-type: none"> Increased consistency and quality in service provision across the system Consistent, planned provision of elective care Decreased costs from reduction in loss-making services Increased revenue from expansion of some services
1.3 Strengthen our relationship with Defence Medical Services	<ul style="list-style-type: none"> Work with Defence Medical Services to determine our strategic role Enhance and strengthen our existing relationship 	<ul style="list-style-type: none"> At least maintain existing Defence Medical Services workforce

Why this has been chosen as a priority focus:

- The absence of a strategy has challenged our ability to define and communicate to our partners the role we hold in the community
- We want to build on our strengths and need to find a balance of focus between local and specialist services; we want to make decisions and direct our attention toward those pursuits that play to our strengths and meet our community needs
- We need to maintain and build on our existing partnerships
- We need to be better at responding proactively to external pressures for the benefit of our partners and our communities
- We serve some relatively deprived communities, who require specific interventions to support optimal health and wellbeing. Our population is set to grow and age faster than the national average. We need to see that the right services are provided to the right communities through locally appropriate models of care
- Levels of emergency activity is one of the biggest challenges to our ability to run optimally and signals the need to continue to work collaboratively to address systemic issues. Following extreme winter pressure we will need to work to refocus elective services that work in support of core services

What will this mean for:

Patients?

- We have optimised all aspects of flow of patients through the hospital creating seamless care between services. Delays are minimised and patients experience fewer hand-offs between services

Partners?

- Our partners know us as a collaborator, and understand our key strengths and priorities
- We have jointly conceived and supported a number of initiatives to deliver effective system-wide initiatives to improve urgent care and discharge giving financial, operational and quality benefits across the system
- We have jointly completed system service planning, and services are delivered by the partner best placed to provide the best outcomes for our patients

Staff?

- Our staff make simple, clear decisions at all levels of our service, and when we reach key decision points can identify what route would be most appropriate against the Trust's key objectives
- Our staff understand the rationale by which decisions are made, and are clear about expectations
- Our staff are supported to work in partnership within our service and with partners

Everyone in the Trust is responsible for participating in the realisation of our aims. Each of us will work towards achieving this aim by:

Continually seeking to work in partnership outside and within the Trust to jointly solve problems

Supporting the development of the Strategy by providing input into key prioritisation activities such as the Clinical Services Assessment and flow improvement programmes



We will support safe, high-quality patient-focused care

Our patients, their families and carers are at the centre of their care, and we work for their benefit. We prioritise safety and pursue the highest quality standards to give our patients the best outcomes.

We will focus on getting the fundamentals of care right so that our patients, families and carers receive the high standards they should expect from us. Patients, with their families and carers will be active participants in their care. We will make sure that they are supported to make decisions that meet their goals and wishes even if this means the absence of intervention. We recognise that by working with patients we can deliver better care.

The research we undertake is award-winning and sector-leading. We aim that we will continue to be the leader in translational care. Research should be embedded

in the daily business of delivering care and help us to achieve our ambitions with regard to patient care.

In order to achieve our ambition, as a Trust we need to:

- Get the basics right – deliver high-quality care across all clinical services
- Build an environment and culture where patients, families and carers can take the lead in meaningful care
- Utilise research, development and academic opportunities to support our core purpose



Objectives, outcomes and measures

Objective	Outcomes	Measures
2.1 Get the basics right - deliver high quality care across all clinical services	<ul style="list-style-type: none"> Shape and deliver the Quality Improvement Plan Replicate high standards and best practice to reduce unnecessary clinical variation Identify and support services to meet quality standards Embed safety priorities throughout the Trust and address variation Tailored quality of care targets embedded and understood in each service 	<ul style="list-style-type: none"> Achieve a minimum of good on all CQC ratings Meet Trust safety targets
2.2 Build an environment and culture where patients, families and carers can take the lead in meaningful care	<ul style="list-style-type: none"> Work with partners to support community-wide programmes to enhance self-care and preventative models of care Support patients to make decisions and own their healthcare Build capability in staff to support discussions on appropriate care Enhance end of life care strategies in Portsmouth and South East Hampshire 	<ul style="list-style-type: none"> Increase in volume of patient feedback (including complaints) Reduction in the persistent repetition of complaint themes
2.3 Utilise research, development and academic opportunities to support our core purpose	<ul style="list-style-type: none"> Embed research into everyday practice Identify unmet needs in the pathway and provide research support to develop and test solutions Partner with academic institutions to support improvement and innovation 	<ul style="list-style-type: none"> Quantifiable impact of research on quality of care, operational performance and financial sustainability Increased efficiency or improved quality of care resulting from academic partnerships Increased revenue from research

Why this has been chosen as a priority focus:

- Despite several areas of excellence, we have variation and some areas of quality that need to be addressed
- We have established clinical governance frameworks, but there is further opportunity for improvement regarding the quality and timeliness of actions to see change
- Research is seen throughout the Trust, but despite focusing on translational research that is responsive to the specific needs of the Trust there is further opportunity to embed in culture, policies and practice
- The Trust leadership has made a visible commitment to patient collaboration, but there is still opportunity to embed a culture of meaningful partnership throughout our services

What will this mean for:

Patients?

- Our patients trust that they will receive the highest quality of care with us
- Our patients can take the lead in their care, and are supported to make decisions about what is right for them
- Our patients are directly involved in research, and can see the positive impact of research on their care and experience

Partners?

- Our partners know us as a provider of quality care which delivers good outcomes for our patients
- We collaborate with our partners to develop research and development that can benefit partner organisations and the region

Staff?

- Our staff are enabled to prioritise safety
- Our staff are supported to work collaboratively with patients and to have direct conversations about appropriate care
- Our staff have access to and involvement with the latest research and development which can be used to identify issue and develop and test solutions resulting in patient benefit

Everyone in the Trust is responsible for participating in the realisation of our aims. Each of us will work towards achieving this aim by:

Always pursuing excellence in patient care making sure that we deliver quality of the highest standards safely

Working with patients and their families to make decisions around how care is delivered, always making sure that the patient is the focus of what we do



We will take responsibility for the delivery of care now and in the future

Whatever our role, all of us are accountable to assist the Trust to achieve financial sustainability. Delivering our services efficiently will help us continue to provide for our communities into the future.

We are currently facing significant financial pressures and have plans in place to achieve financial sustainability. We believe that there are opportunities for efficiency savings in the Trust and that these can be delivered while realising better outcomes for our patients and communities. Our other strategic aims will contribute to financial sustainability by focusing on greater partnership working, preventative care, innovation, continuous improvement, collaboration, and delivering patient-focused care. Our drive to achieve financial sustainability is driven by our commitment to serve our communities well now and in the future.

Our systems and processes need to be amended to foster a culture where sustainability is the responsibility of each of us.

In order to achieve our ambition, as a Trust we need to:

- Be financially sustainable, identifying opportunities for non-clinical income where appropriate
- Empower staff to be responsible for service sustainability



We will take responsibility for the delivery of care now and in the future

Objectives, outcomes and measures

Objective

3.1 Be financially sustainable, identifying opportunities for non-clinical income where appropriate

Outcomes

- Shape and deliver the Finance Strategy, deliver the Financial Improvement and Cost Improvement Programme Plans both internally and system wide
- Provide business principles and support, and commercial acumen, to secure best value, and execute on key initiatives

Measures

- Deliver financial sustainability
- Realise significant financial benefits of appropriate commercialisation opportunities which provide benefit for the Trust, staff, patients, or the community

3.2 Empower staff to be responsible for service sustainability

- Establish a framework for an innovation agenda including decision making at each level of the Trust
- Deliver strategic activities that are aligned to achieve operational and financial sustainability
- Provide the cost based information and tools for all staff to inform decision making
- Embed the accountability and performance framework to monitor and hold to account for service performance

- Deliver ongoing financial benefits to the organisation
- Quantified return on investment for innovation initiatives
- Delivery of staff-identified financial sustainability initiatives

Why this has been chosen as a priority focus:

- The financial pressures we face as a Trust and as a healthcare system mean that we need to continue to be diligent and focused on addressing immediate recovery actions, and delivering longer-term transformation to be sustainable
- Despite financial performance challenges, it is not clear that our staff and their teams always feel ownership to resolve the financial pressure, which is fuelled by perceived issues with information
- There are opportunities to explore non-clinical sourced income, which provide benefit for the Trust, staff, patients, or the community
- Our governance and approval processes need to support new ways of working and encourage continuous improvement

What will this mean for:

Patients?

- Our patients will continue to receive excellent care now and in the future
- Our patients can see the positive impact of improvement and efficiency initiatives, such as spending less time in hospital, receiving care closer to home, as well as shorter and simpler pathways
- Our communities have confidence that we are making the best use of public funds

Partners?

- Our partners can rely on us as partners now and in the future
- Our partners can benefit from our experience and learning to assist with their own financial recovery and sustainability
- Together we can realise opportunities and benefits through joint initiatives such as sharing of functions or resources

Staff?

- When staff identify opportunities for improvement and efficiency they know that they can access support to make it happen, and to realise the benefits
- Our staff understand the rationale for decisions, and can see the impact and benefits of investment and initiatives
- Our staff have what is needed to provide the best outcomes for patients

Everyone in the Trust is responsible for participating in the realisation of our aims. Each of us will work towards achieving this aim by:

Taking responsibility to work as efficiently as possible, including identifying areas for improvement and owning the change

Adapting our ways of working to make sure that we are focused on what is best for patients and their care



We will invest in the capability of our people to deliver on our vision

We know that our current ways of working might not be right for the future and that we need to think imaginatively about what skills, capabilities, training and culture we need to deliver great care now and in the future, and make sure that our workforce is supported to achieve that.

Our people are the source of our success and we will support them to deliver the best care and achieve their goals. In order to deliver sustainable and high-quality care we need to make sure that we have the right people, in the right roles, with the right skills and training. This might mean that our workforce models look different in the future, and we will support staff through this transformation. Our culture should support our vision, and this needs to be embedded across all our staff. We value all of our staff who are at the heart of everything we do.

In order to achieve our ambition, as a Trust we need to:

- Embed a culture that supports the achievement of our vision
- Adopt workforce models that reflect new models of care and service needs
- Support the development and capability of our people and value our staff



We will invest in the capability of our people to deliver on our vision

Objectives, outcomes and measures

Objective	Outcomes	Measures
<p>4.1 Embed a culture that supports the achievement of our vision</p>	<ul style="list-style-type: none"> • Re-launch and embed our values within the Trust • Deliver our Culture Change Programme • Develop systems and processes that support and reward collaborative working within the Trust, and publicise existing innovation and success 	<ul style="list-style-type: none"> • We perform values based recruitment and appraisals • Be externally recognised for collaboration - raising our profile as a collaborative Trust
<p>4.2 Adopt workforce models that reflect new models of care and service needs</p>	<ul style="list-style-type: none"> • Identify drivers of workforce challenges, recruitment and retention, and develop plans to respond to these • Embed best practice and streamlined recruitment processes • Foster a culture where achievements are celebrated and rewarded so we attract, retain, motivate and engage our workforce • Identify good practice models and develop frameworks to pilot, scale and expand these • Review collaborative workforce models with partners and operational management relating to new models of care 	<ul style="list-style-type: none"> • Current recruitment matches future modelled demand for workforce • Proportion of agency staff is reduced • Workforce retention is increased • The recruitment process is simple and clear • Workforce is shared across and with our partners where appropriate to support seamless care
<p>4.3 Support the development and capability of our people and value our staff</p>	<ul style="list-style-type: none"> • Enhance the professional and personal development of our workforce through initiatives that support supervision, mentoring and coaching • Collaborate with our partners to develop joint education, learning and development programs • Enhance management and leadership capability through mechanisms that support the identification, development and recognition of leaders • Effective training and development to support succession planning 	<ul style="list-style-type: none"> • Staff Survey increase in positive responses for quality of non-mandatory training, learning or development • Access to appropriate education, learning and development programs internally and externally • Divisions report confidence in succession planning • Nobody occupies a leadership role without development support

Why this has been chosen as a priority focus:

- Staff are at the heart of everything that we do and are central to our success
- We are facing significant workforce pressures resulting in high agency and locum spend. National as well as local factors are contributing to high vacancies and high turnover
- We are embedding a new divisional structure and this new operating model will need leaders at all levels with the right capabilities to succeed
- In some areas we have been successful in adopting alternative workforce models to address issues in recruitment of the right people into the right roles, and are open to exploring this further
- We have limited long term workforce planning to support proactive recruitment and training
- Workforce pressure could be reduced through utilising internal and external partnerships. Education and workforce teams work closely to create education and training scheme to fill workforce gaps
- The military are an important workforce for us and this requires effective planning

What will this mean for:

Patients?

- Our patients receive the right care from the best people
- Our patients are always treated with compassion and dignity by everyone that they deal with, and can rely on having a good patient experience with us

Partners?

- Together with our partners we explore shared workforce models, and complementary practices so that our region has the talent and skills it needs
- Our academic partners work with us to develop the skills and deliver the training we need to provide our future workforce

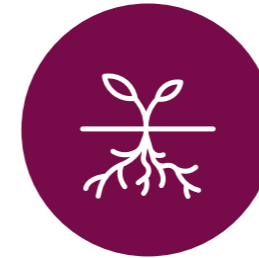
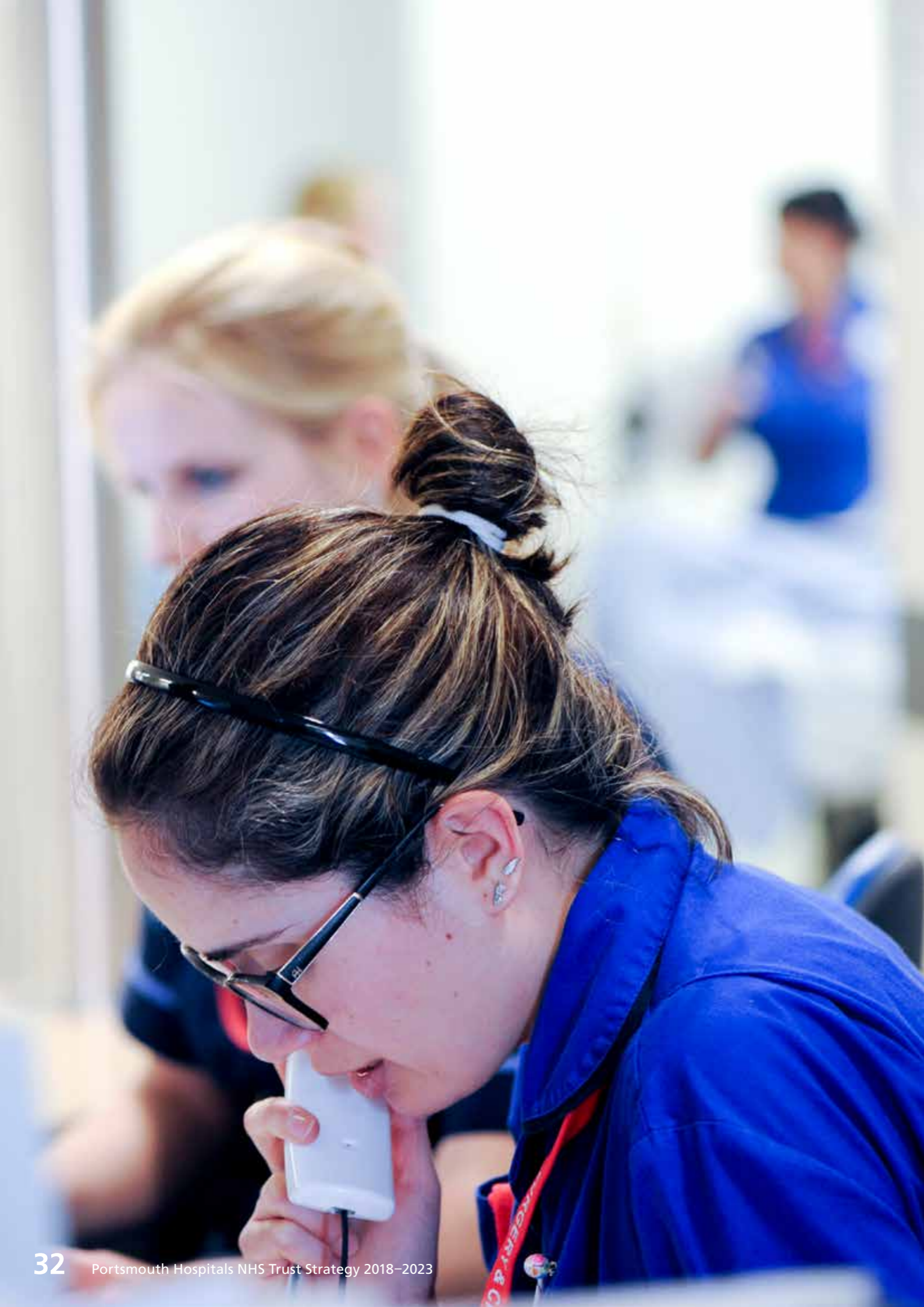
Staff?

- Our staff are supported in our roles
- Our staff know what support is available to us, and feel free to ask for it
- Our staff have access to undertake training and development so that we can undertake new challenges and responsibilities and develop ourselves

Everyone in the Trust is responsible for participating in the realisation of our aims. Each of us will work towards achieving this aim by:

Living our values in every aspect of our role, especially when short of time, under pressure or busy

Asking for and undertaking training and support so that staff can do the best in their roles



We will build the foundations on which our team can best deliver care

As a Trust we need to make sure that our teams have the tools and support that they need to succeed, particularly: utilisation of our estate, information and data sharing, IT systems and infrastructure, and embedding a culture of continuous improvement.

We must make sure that our staff are supported to deliver the best care. To do that, they need to be supported by the right tools, whether that is: information, IT systems, equipment, space or support. We know we can always do better and our people need the support and information to identify areas for improvement, to try out solutions and deliver the most patient benefit.

As a Trust we have to be equipped to deliver modern care for the future. This means having modern systems, preparation to deal with challenges like cybersecurity,

and being able to do more and find new opportunities through sophisticated data analytics based on up-to-date information.

In order to achieve our ambition, as a Trust we need to:

- Optimise our estate portfolio and equipment
- Enhance IT and information systems
- Embed improvement in how we work



We will build the foundations on which our team can best deliver care

Objectives, outcomes and measures

Objective	Outcomes	Measures
5.1 Optimise our estate portfolio and equipment	<ul style="list-style-type: none"> Review estates profile across the Trust and reconfigure services Review space utilisation Identify equipment needs for models of care, and refine asset replacement plan Deliver the best outcome from the PFI by effectively managing the contract 	<ul style="list-style-type: none"> Increased utilisation of space Space released to match new models of care Financial income realised from increased commercial spaces Significant financial savings and reductions through better use of equipment
5.2 Enhance IT and information systems	<ul style="list-style-type: none"> Decision on IT and system investment Assess current systems, determine need and develop plan for capital investment Assess data and information gaps, and determine plan for embedding data and information in performance monitoring and decision making Develop governance arrangements to support data and information collection and modelling Integrate solutions across the Portsmouth and South East Hampshire community, and beyond 	<ul style="list-style-type: none"> Financial benefits of aligned IT systems realised Time to report information is smoother and quicker Less time is taken revalidating data with divisions Live reliable data is able to be accessed to help decision making
5.3 Embed improvement in how we work	<ul style="list-style-type: none"> Develop framework to actively support sharing learning and improvement programmes Support staff to develop the solutions and apply improvements to issues across the Trust Provide training and joint learning programmes to embed continuous improvement activity in all 	<ul style="list-style-type: none"> Successful initiatives are scaled and replicated to achieve increased quality of care / provide financial benefit Advancements are seen consistently across all services

Why this has been chosen as a priority focus:

- Our digital maturity is low, and the systems currently in place are inefficient to keep pace with new models of care and collaboration
- We need to invest in our IT and information systems over the coming years; there is not a 'no cost' option
- The lack of up-to-date and tailored data aligned to the lack of a clear strategy frustrates decision making at all levels of the Trust.
- The utilisation of estates has not been revisited recently which impacts our ability to make decisions with regards to an efficient use of space. Many services are requesting more space to meet capacity or grow their service.

What will this mean for:

Patients?

- Our patients receive a seamless experience no matter where they receive our services and only need to tell their story once
- Our patients receive treatment in the appropriate location for them
- Our patients receive better clinical care and have better experiences throughout our services thanks to ongoing improvement initiatives
- Our patients are able to use technology to achieve greater independence and self-manage their care

Partners?

- Our partners can access the appropriate data and information to help jointly identify, define options and test solutions for our shared challenges with us
- Our partners can benefit from insights and best practice gained from our improvement initiatives, and us from them as we continually improve together
- Our partners have the opportunity to adopt shared or complementary IT infrastructure and systems

Staff?

- Our staff have access to dynamic timely information that helps us to solve problems and test solutions achieving continuous improvement
- Our staff have the space and tools we need to grow and develop
- Our staff have the confidence to try new things, and will be supported in doing so

Everyone in the Trust is responsible for participating in the realisation of our aims. Each of us will work towards achieving this aim by:

Identifying where we can improve in big and small ways, and never accept 'good enough'

Contribute to the design and implementation of new systems, making sure that we appropriately adapt our ways of working to realise the benefits



Our Next Steps

The development of this Strategy follows many conversations with our staff, partners, volunteers, patients, families and their carers. The Strategic Aims have been developed jointly with members of staff across the Trust from frontline clinical and non-clinical staff, to middle and senior management, based on a number of interviews, meetings and research. Draft Strategic Aims were then taken back to staff through a series of engagement sessions to make sure that the right priorities were chosen and that their message resonated with our people's own aspirations.

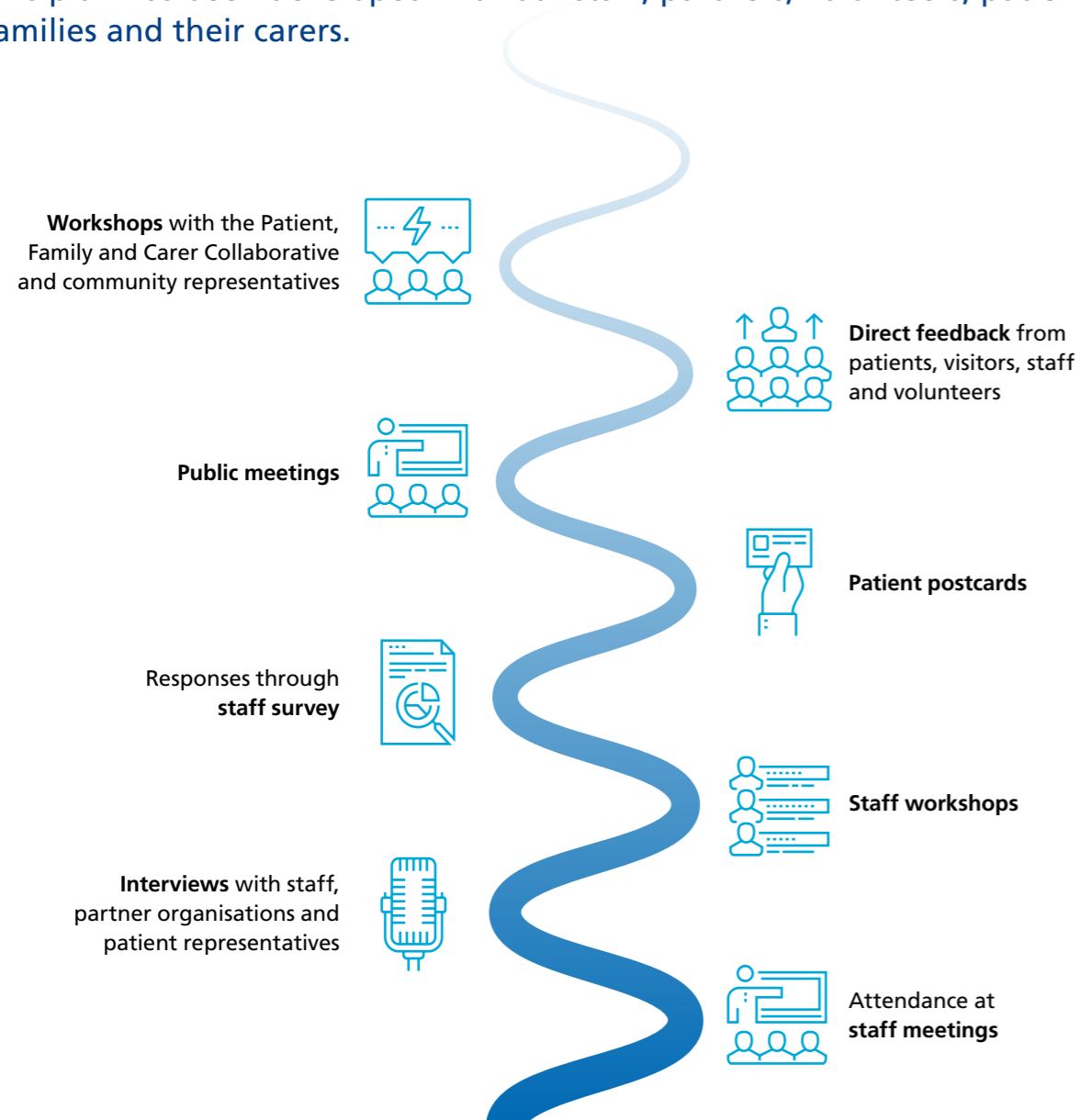
This document is only the beginning of the development of the Strategy. The actions we take everyday will support us in achieving our five Strategic Aims and working towards our nine broader ambitions.

The aims that we have set ourselves for the next five years are much more than words to us. We commit to realising them through a number of measures:

- This Strategy will be supported by a detailed Implementation Plan which will outline the key activities, programmes and projects that will need to be undertaken to realise the Strategic Aims on a year by year basis
- The Strategic Aims will be incorporated into our business and financial planning
- Our reporting at all levels from ward to Board will be aligned to the Strategic Aims so we can identify how we are progressing. We will only undertake projects and initiatives that will help us to achieve our Strategic Aims
- Our performance as a Trust, as a division, as a team, as individuals will be judged by our success in delivering the Strategic Aims in line with our core values.

Shaping our Strategy

This plan has been developed with our staff, partners, volunteers, patients, families and their carers.



Everyone in the Trust is responsible for achieving our Strategic Aims, and it is only by committing to this and working together with our partners that we can make a success of the Strategy.





Portsmouth Hospitals
NHS Trust

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Strategy 2018

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