

ORGANISATIONAL STRATEGY

BELONG TO SOMETHING



AUGUST 2016



DEAR COLLEAGUE

As we look to our future, our Trust identified the need to answer 3 questions:

WHERE ARE WE GOING?
WHAT DO WE DO TO GET THERE?
HOW DO WE GET THERE?



To develop the answers to these questions collectively we began a conversation across our organisation to develop our strategy.

This strategy sets out how we will build on our achievements to deliver a transformation in our own organisation on our journey to provide the **safest and kindest care in the NHS**. Our Values must remain our foundation as they underpin everything we do. In addition we recognise the contribution we make to the **health and wellbeing** of the communities we serve and, as a team, we want to support all of our population in Shropshire, Telford & Wrekin and mid Wales, helping to create the healthiest population on the planet.

Our vision will only become real if we all commit to **making it happen**. Through our conversations we have shared what kind of organisation we want to be. The vision is strong, exciting and ours. We now need to make it real. We each have **personal responsibility** to contribute to achieving this goal. Each day our actions and behaviours must be focused on being safer and kinder; however small it may feel **we all make the difference!**

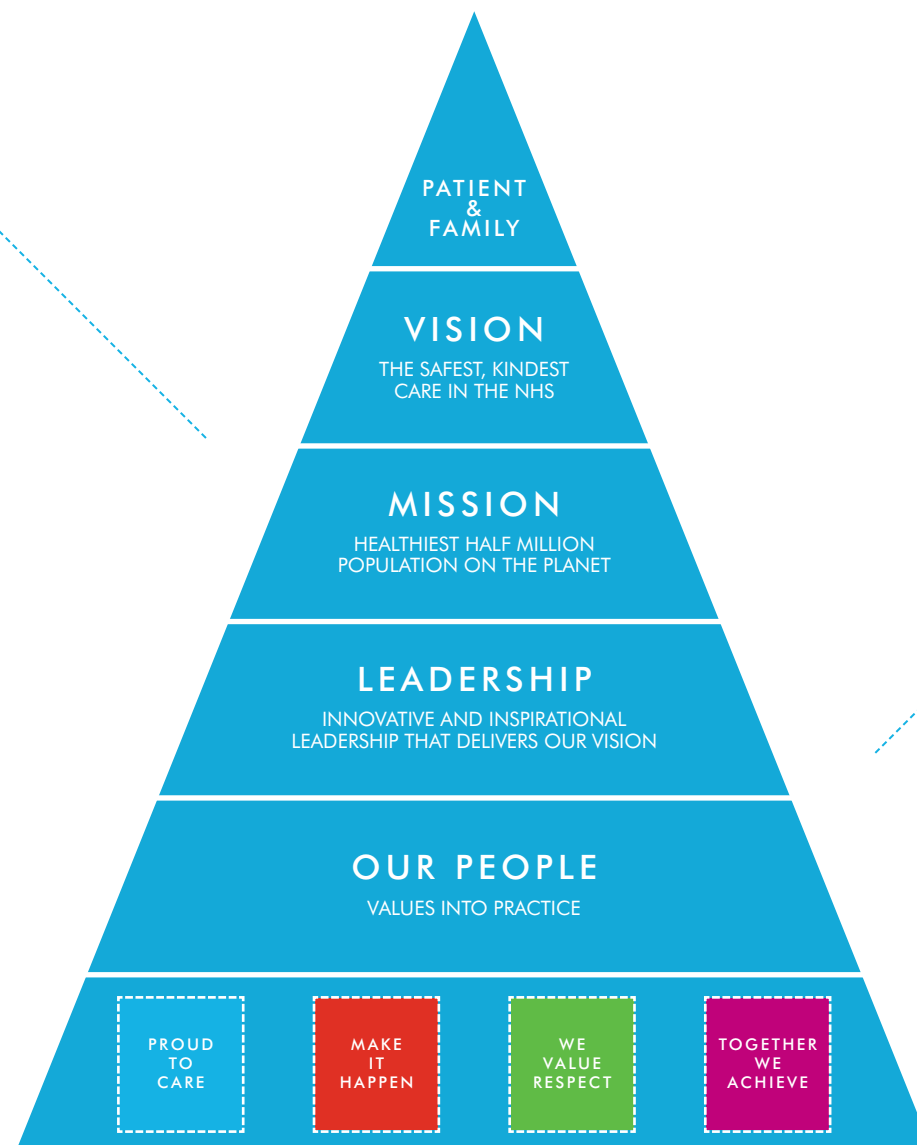
In this strategy we are describing very clearly what we stand for as a Trust. It holds us to account - it is a living document and is designed to keep us on track with delivery as well as ensuring we accommodate new challenges in a way which is consistent with our existing services, Values and purpose.

Our staff, patients and families have helped to shape the strategy. We will be brave in our decisions, sustainable in our actions, place our patients at the centre of everything we do and ensure we become the safest and kindest organisation in the NHS.

This booklet illustrates our **commitment to our patients and our people**. We need to be **safe and be kind to both** to be the organisation we want to be, by supporting and developing our staff who demonstrate tremendous passion and commitment to the people we serve.

Simon Wright
Chief Executive

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VALUES

Our Values were *developed by our staff and patients* and represent what we are about and what truly matters within our organisation. These **Values drive our behaviours** when we are delivering care to our patients and their families. Feedback from our staff and partners make it clear that they want to deliver care that is consistently **safe** and recognised locally and nationally for being so. Our Values support our staff to feel empowered. Whilst we all want harm-free care there is a reality that mistakes can happen. However when they do, we will be honest and transparent and our focus will be on learning through our Values.

OUR PEOPLE

OUR PEOPLE DELIVERING OUR VALUES THROUGH PRACTICE

We will focus on developing our people; all of our people make a contribution to the care our patients and their families receive. We will ensure that the experience we offer our people is Values-based, that they feel supported and recognised, able to fulfil their potential, accountable for their responsibility and fully engaged and empowered. We will make our organisation a great place to work. Values are at the heart of our employment experience; we recruit, develop, appraise, recognise and support according to our Values.

 Proud To **Care**
Make It **Happen**
We Value **Respect**
Together We **Achieve**

LEADERSHIP



We want leaders who **empower decision makers**, who are accountable and support others to realise their potential ensuring an excellent experience by our patients.

An Academy is pivotal to developing a culture which provides the **safest and kindest care in the NHS**. The Leadership Academy will support and develop leaders at all levels across the organisation by providing the right tools to do the job. The Leadership Academy will establish a syllabus that will ensure a consistent philosophy supporting our cultural development.

Our Academy will be a beacon recognised across the NHS for the exemplary leaders that emerge into practice supporting the transformation of our NHS. We will work with our partners in education to gain accreditation for the development programmes we offer.

The world of healthcare is changing at a pace that is hard for everyone to keep up with; we need to be at the **forefront of change**. We are already gaining attention for our work, this is only the beginning...

SERVICE TRANSFORMATION

We know that the current configuration of our hospitals is not fit for purpose. Discussions in and outside of our organisation clearly demonstrate a collective ambition to ensure sustainability for the services we provide. A key focus of this strategy will to be brave about making decisions about the future of our hospitals to create two vibrant sites that provide safe and kind care for the communities we serve. A decision about our future will be made and will support our sustainability.



HOW WE WILL DELIVER CHANGE?

Through our partnership with The Virginia Mason Institute (VMI) we are learning about a LEAN methodology and the value it can bring to our patients and staff. We have developed this into our **Production System** and will free-up staff to transform their services and how care is delivered. We want to wrap our learning around the teams and will introduce a **Transforming Care Institute** to capture our learning, become the home for our Kaizen Promotion Office (KPO) team and celebrate the innovations, ideas, changes and success our teams are generating.



HEALTHIEST POPULATION ON THE PLANET

Why wouldn't we want to be the healthiest population we can be? We see more than 500,000 people every year and have a wonderful opportunity to help improve the lives of all of **our population**. Right across health, social care and commissioning we have created a shared vision - '**healthiest half million people on the planet**'. We will work in partnership to deliver integrated care to our patients' and families across our **neighbourhoods**; through progressive design of modern acute healthcare, experienced professionals and our communities, to help support aging well and living more independent lives. By **working together** as one service across one system with one ambition we can make this a reality together!

HEALTHIEST
POPULATION
ON THE PLANET

SAFEST AND KINDEST CARE IN THE NHS

Our staff work very hard to ensure our services are the safest they can be. We don't always get this right so we will be designing services around our patients needs. We will be helping to promote this way of working by removing duplication, variation and inconsistency which introduce risks and sometimes harm. The way we will achieve this must reflect the caring, selfless nature the NHS was founded upon. Our patients, staff and families need, and all deserve, to be treated with kindness in our hospitals. We will create a definition of kind for our organisation that is collectively agreed and signed up to. In addition we will *measure how kind and how safe we are* so we can chart our success and share this openly.

PATIENT
AND FAMILY

PATIENT AND FAMILY

The Shrewsbury and Telford Hospital NHS Trust is committed to becoming an integrated healthcare provider. We will work in partnership to achieve the healthiest half a million population on the planet, by helping people to age well, putting our patients first and delivering efficient, safe, kind and reliable services. We aim to be exemplary, encouraging innovation and change, supporting the development of inspirational leaders who deliver our vision and we will listen, engage and partner with patients and families at all levels to make this happen.

