



Our future FHFT

Our strategy 2020-2025

Committed to excellence

Working together

Facing the future

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Foreword

Our future FHFT is our five-year strategy. It sets out an exciting vision for health and care over the next decade and describes how our plans for the following five years build on our ambitious vision to be:

“A leader in health and wellbeing delivering exceptional services for our communities”

Frimley Health NHS Foundation Trust (FHFT) is a special place with a rich history on which to build our future success. Our legacy is one of commitment to our staff and our patients in striving to provide outstanding care. Our values guide our work: we are **committed to excellence, working together** and **facing the future**.

Our teams have worked diligently to meet growing demands while continuing to deliver an outstanding quality of care. We’ve continued to meet our financial challenges and build our Frimley Health reputation, with strong recent performance and improvements in safety and access, benchmarking us among the best in the country. Now is the perfect time to implement a new strategy because:

- We have come to the end of our 2014 post-acquisition strategy
- The NHS Long Term Plan provides a solid basis to support the implementation of a new strategy
- The current challenges facing our health and care system differ from those of the past, demanding an ambitious, innovative strategy to steer us to future success

Our future FHFT gives us cause for optimism, equipping us with the tools and plans to steer through the challenges we face, turning our vision

into reality, empowering our people to deliver outstanding services and outcomes for our patients and communities. It is stretching and ambitious but realistic. The strategy was developed with our people, local and national experts, our partners and communities through various engagement events. However, it begins with our patients, with a relentless focus on quality of services and care laying the foundation for everything we do.

In this document we set out who we are, our future challenges and the six key strategic ambitions for our future. *Our future FHFT* will inspire confidence that Frimley Health NHS Foundation Trust is equipped to meet the challenges of the future and that it has the determination to deliver the best health and care to our patients.



Neil Dardis
Chief Executive



Pradip Patel
Chairman

Introduction

Consistently ranked as one of the best performing trusts in the country, Frimley Health NHS Foundation Trust has a strong reputation to build on.

Heatherwood and Wexham Park Hospital NHS Trust and Frimley Park Hospital NHS Trust were both among the first trusts to achieve the highest star rating and foundation trust status. Frimley Park Hospital was also the first trust in the country to be rated outstanding by the CQC. We work tirelessly to build on our achievements making Frimley Health a trust that its people, patients and communities are proud of. Healthcare is changing, as society develops with advances in technology, medicines and healthcare provision. *Our future FHFT* is mindful of the very real pressures the NHS faces in terms of challenging staff vacancies, increasing demand on its already pressurised services, and an ever more challenging financial environment, but reflects the aspirations from our staff to continue to deliver the highest quality of services to our patients and communities.

Our future FHFT supports and mirrors the principles set out in the NHS Long Term Plan which contribute to the overall health and wellbeing of our patients, communities and people, including:

- A new service model which includes improving out-of-hospital care and a focus on population health and local partnerships through integrated care systems (ICSs)
- Taking greater action on prevention and health inequalities, including smoking, obesity and alcohol
- Further progress on care quality and outcomes, including a strong start in life for children and young people, and better health and care for major conditions including cancer, cardiovascular disease, stroke and diabetes

- Building our workforce, focusing on the workforce implementation plan, international recruitment and apprenticeships
- Digitally enabling care, with a particular focus on outpatients and primary care
- Improving efficiency, reducing waste and returning to financial balance

The NHS Long Term Plan states the NHS is entering “a new era, one in which we will need to transform the way services are delivered to patients and the public” through advancements in digital and medical technologies. As the plan states, the NHS must be here for patients from birth to end of life and throughout the journey. We are also committed to delivering the elements of the plan relating to children and young people, supporting them to make a strong start in life.

Our future FHFT highlights six key ambitions in order to navigate the new challenges and deliver a successful future:

**Improving quality for patients**

**Supporting our people**

**Collaborating with our partners**

**Transforming our services**

**Making our money work**

**Advancing our digital capability**



The new £49m Wexham Park Hospital Emergency Assessment Centre

An artist's impression of the new £98m Heatherwood hospital

Context

Who we are

With close to 9,000 employees, Frimley Health has been providing hospital and community services for decades across the following sites:

- Wexham Park Hospital, which opened as a general hospital in 1965
- Heatherwood Hospital, which began life in 1922 as a tuberculosis and orthopaedic hospital for children (Heatherwood and Wexham Park Hospitals NHS Foundation Trust formed with their merger in June 2007)
- Frimley Park Hospital, built in 1974, was one of the first acute trusts in the south of England to achieve foundation status, which it was awarded in April 2005
- Community services across north-east Hampshire and in patients’ homes
- Inpatient, outpatient and diagnostic services in Bracknell, Aldershot, Farnham, Fleet, Windsor, Maidenhead, and Chalfont St Peter in Buckinghamshire

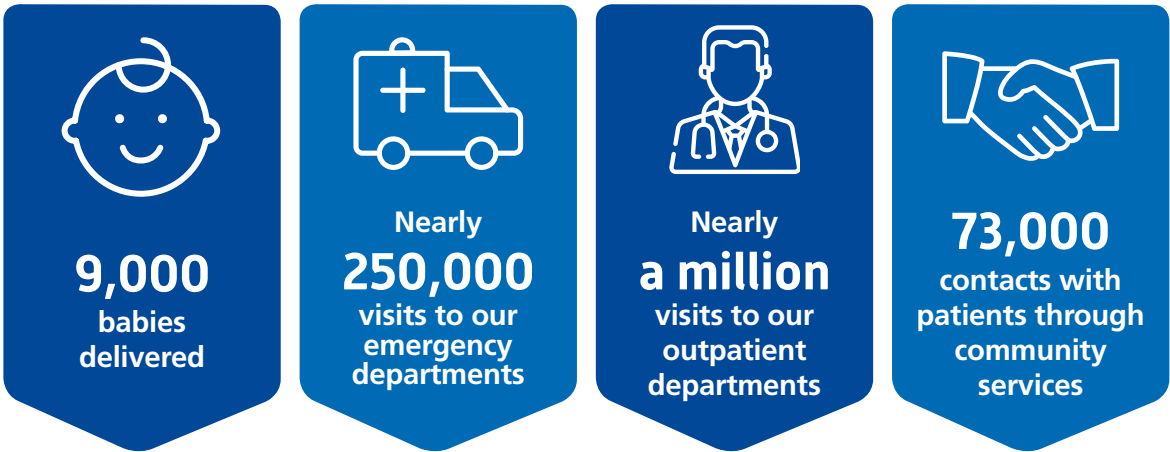
Frimley Health NHS Foundation Trust was formed in 2014 following the merging of Frimley Park Hospital NHS Foundation Trust with Heatherwood and Wexham Park Hospitals NHS Foundation Trust.

This was the first ever successful foundation-trust to foundation-trust acquisition.

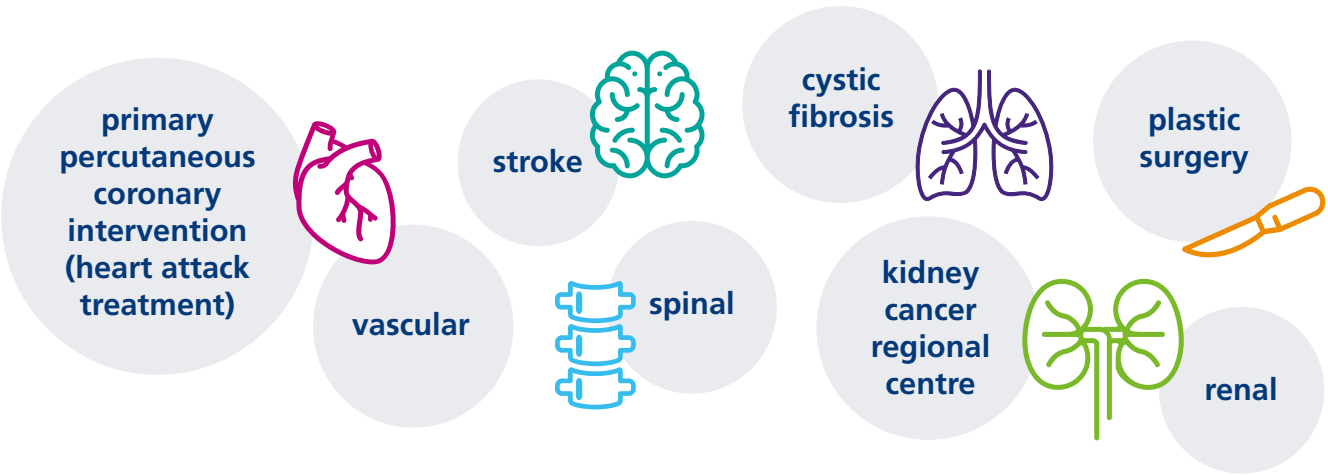
Since then we have achieved:

- Best Organisation at the 2016 Patient Safety Awards by HSJ and the Nursing Times
- Built a new £10m maternity unit at Wexham Park Hospital to provide a home-from-home environment for new mothers and families
- Opened our new £49m Emergency Assessment Centre at Wexham Park, bringing A&E services, 24-hour assessments and short stay medical and surgical care together under one roof for the first time
- 2019 Silver Investors in People award
- Armed Forces Covenant Employer Recognition Scheme Silver Award
- Opening of new Renal Unit at Frimley Park, the first of its kind locally
- 2016 CIPD People Management Award for employee engagement
- Embarked on a state-of-the-art £98m elective centre at Heatherwood

You can see some other of our achievements in numbers:



In addition to providing a wide variety of services to our local community, we deliver specialist acute services across a wider geography, including:



Who we serve

Frimley Health serves a 900,000 population as part of the Frimley Health and Care ICS across Surrey, Hampshire, Berkshire and beyond. Our population generally has a higher life expectancy than the national average, with some pockets of deprivation, highlighting variation across our geography.

Our population shows variation in levels of child mortality, increasing numbers of people living with complex long-term conditions and an ageing population, all increasing pressure on our services.

There is an evident need for a greater focus on giving our population the best start in life, right through to supporting them to age well. Some of the key demographic challenges across our area are:

- A 12-year gap in life expectancy, depending on where you live

- 32% of 10 and 11-year-olds carry excess weight
- 18% of people have two or more chronic conditions
- 10% live with three or more chronic conditions
- 6% have both physical and mental health needs
- There will be 62% more over 85-year-olds by 2031

The variation across our geography poses a significant challenge, requiring us to work with partners to consider different ways to approach our variety of communities. Change will be born from a tailored, informed approach whereby we understand the factors that influence this variation.

Who we work with

Frimley Health and Care ICS was initially formed as a sustainability and transformation partnership (STP) in 2016, and progressed into becoming one of 10 leading national ICSs in April 2018. The ICS involves over 30 statutory bodies, as well as 74 GP surgeries, including but not limited to:

- › Surrey Heath CCG
- › East Berkshire CCG
- › North East Hampshire & Farnham CCG
- › Berkshire Healthcare NHS Foundation Trust
- › Surrey and Borders Partnership NHS Foundation Trust
- › Sussex Partnership NHS Foundation Trust
- › Surrey Heath Community Providers
- › Virgin Care
- › Slough Health
- › North Hampshire Urgent Care
- › GP Federations
- › South Central Ambulance Service
- › South East Coast Ambulance Service
- › Royal Borough of Windsor & Maidenhead
- › Surrey County Council



- › Bracknell Forest Council
- › Slough Borough Council
- › Hampshire County Council
- › Thames Valley & Wessex Leadership Academy
- › EBPCOOH
- › 74 GP surgeries grouped into 14 primary care networks
- › Other county, borough and district councils outside of our immediate ICS

Notable benefits have already been seen due to integrated working, which include:

- Improved access to primary care
- Coordinated care being provided closer to home or at home
- A reduction in the number of people with mental health problems having to travel out of the area for treatment
- Community-based support for alcohol-related harm and physical inactivity
- Development of a shared care record enabling all clinical teams to access current patient information quickly
- Improved pathways of care across a variety of services

There is, of course, more we can do. The ICS provides an opportunity for us to develop robust, transparent and effective partnerships across our system in order to meet the growing demands of our local population. While the ICS poses a unique opportunity for collaboration, we recognise that these new ways of working do not come without

their own challenges. We are conscious that working in partnership under the ICS poses alternative challenges, such as shared financial responsibility, ensuring whole system sustainability and the aspiration to achieve a financial surplus for each organisation.

Our future FHFT is written with this in mind, acknowledging the aspirations of the ICS and alignment with the ICS strategy and the NHS Long Term Plan. There is likely to be greater joint working between providers and local authorities within the ICS and greater collaboration in the formation of primary care networks (PCNs). Partnerships external to the ICS will also be imperative to future operations and we welcome the opportunity to adopt and develop new flexible ways of working within the ICS and across wider partnerships.

One of our greatest partnerships is with our military colleagues. Since 1996 Frimley has worked in proud partnership with the military allowing joint training and learning as well as mutual support. Our intent within *Our future FHFT* is to further develop our relationships with our partners to work together in the most productive way for patient care.

What we know: a national context

We know that the healthcare environment is changing, especially with demand increasing in volume and complexity. Throughout the development of *Our future FHFT*, in consultation with various national bodies, stakeholders and experts, we grappled with understanding the key pressure points in health and care now and in the future.

The following highlights some key facts which emerged:

- **Access standards** are now routinely missed, and waiting lists are growing
- **Brexit** will have a significant negative impact on the workforce
- Nationally, **life expectancy is growing**, but the rate of growth has slowed in recent years
- **Funding is growing at lower than historical levels** despite the 3.4% annual increase (over five years) in the funding settlement outlined in the Long Term Plan
- **Crossover with mental and physical health** - 46% of people with mental illness also have one or more long-term conditions and 30% of people with one or more long-term conditions also have a mental health illness
- **Financial deficits** are widespread
- By 2026, **1 million people are expected to have dementia** with associated care costs estimated to be nearly £35 billion
- **Digital technologies** are growing and people are using them more to manage their health or to access healthcare
- The number of people living with **long-term conditions** is increasing. In 2017, there were 3.9 million people living with diabetes. By 2025 this is expected to grow 13% to 4.4 million people
- We are living for longer, but living more of our years in **poor health**
- **Personalised services** and experiences are preferred and expected by service users

- Significant increase in the use of **smartphones and portable digital technologies**
- Service users show a high preference for accessing services through a **variety of channels** to suit their needs - digital, phone and in person
- The workforce expects **flexibility and freedom** in the age of the 'shoulder-bag worker'
- **Growth in demand, technology, new drugs and treatment methods** outstripping the rate of increase in the financial envelope available to the NHS
- **Increasing costs of developments** in treatments, technologies and the introduction of new drugs - 5% increase in drug spend per year since 2010-11
- **A widespread health and wellbeing gap across the country** with men and women in the most deprived areas expected to live 20 more years in poor health than those in less deprived areas
- **The number of staff seeking to leave** the NHS is increasing, with a current shortage of more than 100,000 staff across the NHS, which is predicted to possibly grow to 250,000 by 2030

What we know: a local context

Our future FHFT bridges the gap between the strong start we have made to date and our aspirations to ensure that we have the right services capable of delivering the best possible outcomes for our patients and communities. We recognise we have overcome substantial obstacles in the last five years, which have provided us with a strong foundation on which to

build and move forward to take on new challenges. The opening of our new Emergency Assessment Centre at Wexham in April 2019 is just one part of our capital and estates programme. We will also see a new elective centre at Heatherwood in 2021 among other transformations to our service provision across the Trust.

The strategy is also designed to address the following local challenges:



These challenges outlined above are different to those of the past due to the current national NHS environment.

How have we done it?

A key strength of our strategy is that we have developed it in partnership with our key stakeholders – primarily our staff, our system and provider partners and patients.

“It was important to us that our strategy was not drawn up in a Board room using the experience of a few individuals, but was developed with input from across the organisation and our system”

Our strategy is premised on the need to serve our communities, staff and partners, and has been developed by, and with, them.

Our CEO, who joined the Trust in March 2018, set us on our engagement journey when he embarked on his 100-day programme, taking part in 425 meetings with local, regional and national partners. Briefings from regional and national experts helped us to understand the challenges and the opportunities for the future. Overall, this approach helped us to shape the key strategic issues through various events, workshops and activities.

Our #FutureFHFT vision exercise was designed to help us understand how our patients, staff and teams viewed the future of Frimley Health. It provided us with an opportunity to welcome our patients and stakeholders to input at an early stage of the development process. The responses provided were considered and analysed, shaping our organisational vision.

This exercise was run alongside a series of clinical directorate sessions during which our CEO invited our directorate teams to celebrate past successes,

but more importantly, describe their future visions, outlining their key aims and objectives to help them to get there. These sessions resulted in a wealth of clinical information which helped us to inform some of the key elements of our strategy.

Our engagement activities continued over the next nine months and we were able to listen to and consult a variety of key stakeholders including:

- Staff – a range of people across a number of professions, disciplines and departments
- ICS partners – commissioners, providers and local authorities
- The Council of Governors
- Provider partners from outside the ICS
- Patients and communities

Engagement does not end with the development of our strategy. Our patients, staff, partners and communities will be continually engaged in the developments and implementation of our strategy. It is through our people, patients and communities that this strategy will be lived and where the real gains will be made.

Our future vision: what will be different?

Our vision of the future is one where we always put the patient at the centre of all we do.

Our quality improvement programme and pathway design will build on great work done to date, making us one of the safest trusts in the country, offering among the best outcomes and patient experience. Our 'One Frimley Health' culture emphasises consistency between services and continuous improvement.

Our people and teams will be empowered, inspired and motivated to deliver the best care for our patients. At Frimley Health they will be part of an acute and community care provider, a key partner in one of the country's leading ICSs, offering career development and opportunity to grow across a variety of roles and organisations. Frimley Health will be an attractive and exciting place to work, with a reputation for engaging its workforce within a positive and trusting culture. Staff will feel valued and supported in an organisation that makes the health and wellbeing of its people a priority.

Our future will be one where patients and communities are empowered to live healthier active lives for longer. They will have access to coordinated care closer to home, meeting their needs in the most appropriate setting. This will mean fewer visits to hospital and more care delivered locally through

our integrated partnerships. Patients will be able to access services through digital channels and manage their own long-term conditions through the use of technology and applications.

Our range of services will suit the needs of our communities and they will receive consistently high levels of care. Whether it is the best and most responsive urgent and emergency care, outstanding specialist services from state-of-the-art facilities, or community services closer to home, Frimley Health will provide the highest possible standard of care, every time, wherever we provide them.

In the future, our investments will generate true value for money for our people, our patients and communities. We will ensure that every pound is put to use in the delivery of efficient, effective services. The solutions to increasing demand reside outside the acute setting, meaning Frimley Health will be working with partners to ensure services are redeveloped appropriately to help manage demand.

Our future will be one where the use of modern technology and digital is part of the day-to-day. Patients will be offered the latest developments in medicine and will have joined up digital patient records wherever they access the healthcare system locally. Artificial intelligence (AI) and robotic technology will support our teams to improve diagnosis, patient experience and outcomes.

Our future FHFT will help us to make these aspirations a reality.



Building our strategic framework: how will we get there?

Wide engagement in the development of our strategy helped us to identify the key strategic issues and the potential options to address them. The six ambitions now provide the pillars to our organisational strategy, supporting our vision and values, aiding its meaningful delivery.

Our ambitions underpin our vision and values to form our strategic framework.



Strategic ambitions

| | |
|---|--|
|  Improving quality for patients | An outstanding trust delivering the best patient outcomes, safety and experience through a culture of continuous quality improvement |
|  Supporting our people | A great place to work, supporting our people to be the best |
|  Collaborating with our partners | Leading the way in coordinating local health and care services , with more support closer to home, enabling people to have healthier lives by being in charge of their own health and wellbeing |
|  Transforming our services | Delivering excellence every day across all our services as 'One Frimley Health' |
|  Making our money work | One of the most efficient providers of healthcare in the country |
|  Advancing our digital capability | Using technology and innovation to provide the latest treatments and connected care for our patients |



Improving quality for patients

Frimley Health will offer our patients the highest quality of services with the best care, experience and patient outcomes

Quality is at the heart of everything we do and we are always striving to improve. Our people and patients are justifiably proud of our focus on quality and the outcomes that commitment generates.

However, we can do it better. Building on existing areas of excellence within Frimley Health, we will embark on a quality improvement journey that will take us to a level where we are recognised as one of the best, as a national centre of excellence.

“It’s exciting FHFT will provide world-class health and care services tailored to the needs of our local population” patient

By embedding a culture of quality improvement we will succeed in securing improved patient experience, safety and outcomes, as well as achieving efficiency and productivity benefits. By bringing a systematic, coordinated approach

to quality improvement we will enable all our staff to apply their energy and ideas for change to achieve the goal of developing and nurturing a culture of continuous quality improvement. With the support of quality improvement experts, we will engage patients, families and carers in our quality improvement journey, empowering them to lead their own healthcare journey and providing them with the information and resources they need to lead healthy lives.

“We must provide patient-centred, modern healthcare, responsive to change” staff

Our patients, families and carers offer a unique perspective on the care we provide. They are ‘experts by experience’ and, as such, are critical in highlighting the improvements required to make our services better. We will be collaborating with these experts so that they play a key role as we embark on our quality improvement journey.

➤ Frimley Health will be known for:

Being an outstanding trust, delivering the best patient outcomes, safety and experience through a culture of continuous quality improvement

What will success look like for our patients, communities and our people?

- Our patients and communities will receive care provided by one of the safest trusts in the country
- Our patients and communities will be served by a trust rated as outstanding, providing the highest levels of quality care
- Our patients and communities will be served by a trust delivering the best care experiences and outcomes
- Our patients will be supported throughout their whole lives by the delivery of outstanding care across all areas, from maternity, to palliative and end of life care
- Our patients and communities are our ‘experts by experience’ and will have the opportunity to co-design services and pathways through our quality improvement programme

Our delivery priorities will include:

- Actively putting the patient voice first. Patients and carers will shape and co-design our services to best suit their needs
- Reducing mortality and improving safety and outcomes to be among the best healthcare systems
- Building our culture of excellence for the future, enabled by the delivery of a quality improvement methodology
- Investment in and building of organisational capability and internal quality experts to support our quality improvement programme
- Ensuring our culture of improvement is mirrored within the ICS, and training our future leaders through our local leadership academy to embed a continuous improvement approach to quality improvement.





Supporting our people

Frimley Health will be an employer of choice and recognised as a great place to work where people are offered unique opportunities to develop and grow

Our people are, and always will be, our greatest asset. It is through our people that we deliver our vision and values. It is our people who deliver outstanding care for our local population.

The evidence is very clear – teams who feel valued and recognised are able to make changes, and people who are supported to develop themselves also deliver the best care and outcomes for patients. Supporting our people to do this is a key ambition. The challenge of attracting, recruiting and retaining the best people across the NHS and securing our future workforce is a key strategic issue for Frimley Health.

“It’s really important to me that the strategy is not just being drawn up in a boardroom by directors, but is being developed with input from across the organisation” staff

Evidence shows that high levels of staff engagement will improve quality of care and will do so efficiently. Staff and teams are more highly engaged in workplaces which nurture a positive and trusting

culture within which staff have high levels of wellbeing, where they feel valued, respected and supported and where they have high levels of influence.

“I want compassionate leaders at all levels” staff

Our patients value the dedication and commitment of our staff. We want to build on our reputation as a great place to work and to become an employer of choice, attracting the best people from our local area, across the country and internationally. We want to support our people in their work, health and wellbeing in order to build the healthiest workforce. As one of the largest employers in the area, we have a duty to prioritise the health of our people to ensure they can appropriately deliver the highest level of quality care in a compassionate way.

Developing our leadership for the future is a key priority. We will support our current and future leaders in their work, to develop both themselves and their teams, to make the best of themselves, their skills and experience. Being part of one of the leading ICSs in the country offers a unique range of opportunities for anyone choosing to join us.

➤ Frimley Health will be known for:

Being a great place to work and supporting its people to be the best they can be

What will success look like for our patients, communities and our people?

- Our people will have the opportunity to have great development and flexible and fulfilling careers to enable them to meet their aspirations and potential
- Our people will feel recognised and valued for their efforts and achievements
- Our people will flourish in a caring, inclusive and respectful working environment which will enhance their wellbeing
- Our people will feel they have a voice, control and influence over their working lives
- Our leadership culture will be positive, inclusive, people-centred and improvement-focused and leaders will be equipped to create a climate in which our people are given agency to deliver innovative service change
- Our patients and communities will receive 21st century care from a multi-professional workforce at Frimley Health and across our system, making the best use of technology
- Our people will have the opportunity to be involved in academic and clinical research and development shaping the future of clinical services
- Our workforce supply will match the demands of our services

Our delivery priorities will include:

- Making Frimley Health the best place to work, attracting people with flexible and fulfilling roles and exciting opportunities through the implementation of our recruitment and retention plans
- Supporting and developing our leaders to be the best they can be at engaging, inspiring and motivating their teams, helping to attract and manage the talent of the future
- Developing a workforce model to deliver 21st century care by utilising modern roles and approaches, such as our advanced clinical practice (ACP) programme among other exciting and innovative careers, making us an employer of choice
- Developing our links with local, national and international academic institutions to ensure a pipeline of talented individuals into Frimley Health, helping to address the workforce challenge
- Developing an operating model for a modern workforce utilising system opportunities to support our people to develop unique, flexible and exciting portfolio careers across a leading ICS
- Maintaining high levels of trust and staff engagement, supporting their physical and mental health and wellbeing and nurturing the positive culture that puts the patient at the centre of all we do





Collaborating with our partners

Collaborating with health and care partners, Frimley Health will deliver integrated services coordinated around the needs of the individuals within the local population and the communities we serve

One of our principal aims is to help people to live healthier, active lives, having a great start in life and remaining independent for as long as possible.

In order to do this we will work with our partners across our ICS and beyond. We will provide integrated care which means that our population will have access to seamless holistic services that meet their physical, mental health and social care needs at the earliest possible opportunity. Through a focus on the individual, as opposed to structure or institutions, we place an increased priority on prevention and proactive care rather than reactive treatment.

“ Collaboration with partners and leadership of these partnerships must be a top priority ” *staff*

We know that our patients and communities want to feel that their care is coordinated and delivered locally in a way that supports their needs. We increasingly expect to meet the majority of an individual's care needs in their local community, reducing the need for hospital-based care.

The variation within our geography poses a significant challenge. Our work with our partners will help us to identify and address the causes of such variation, in particular, identifying those groups at most risk. Collaborating with our partners will allow us to deliver place-based care in order to address the inequalities across our population, while simultaneously focusing on reducing clinical variation and delivering consistently high standards and clinical outcomes for patients.

“ There shouldn't be any barriers between acute and community teams. Staff should flow in and out of hospital with their patients ” *patient*

Collaborating with our partners is vital to the direction of travel within the NHS. Our future FHFT recognises the importance of wider relationships. This includes increasing collaboration with partners outside of the ICS and local authorities and maximising our long-standing relationship with our military partners.

➤ Frimley Health will be known for:

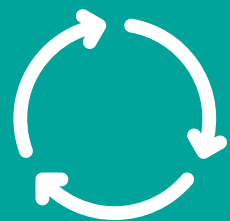
Being a key partner in one of the leading integrated systems in the country delivering joined-up, coordinated health and care for its population

What will success look like for our patients, communities and our people?

- Our patients and communities will receive coordinated, seamless care which will be delivered closer to home where possible
- Our patients and communities will experience fewer hospital visits and admissions as more services will be delivered locally
- Our patients and communities will be empowered and enabled to manage their own health and care needs, having a great start in life, leading healthier lives and remaining independent for longer
- Our patients and communities will receive expert support and advice on health promotion and prevention provided by Frimley Health clinicians and system partners
- Our patients and communities will benefit from accessible and effective mental health care services provided at the earliest opportunity
- Our patients and communities will benefit from an organisation and system that actively shapes its services around the needs of its local population, helping to reduce clinical variation and health outcomes.
- Our people will work for an employer and a system that actively looks to improve the health and wellbeing of its staff

Our delivery priorities will include:

- Developing a successful partnership in order to deliver joined up and effective community services locally for patients
- Transforming care by implementing a proactive frailty management service and by increasing the provision of same-day ambulatory care
- Upskilling staff and working collaboratively with partners to engage our patients to maintain independence and providing care in the right place at the right time, managing both their physical and mental health needs
- Transforming the outpatient model utilising technology to reduce unnecessary face-to-face appointments and visits to hospital
- Redesigning patient pathways to improve efficiency and reduce clinical variation, improving patient outcomes while helping to provide care locally wherever possible
- Reducing variation by working with our colleagues in the local PCNs to bring in specialist expertise to local, place and neighbourhood levels to meet the specific needs of local populations



Transforming our services

Frimley Health will consistently deliver clinical excellence across the range of our acute, community and specialist services

As a large specialist, acute and community provider it is vital for us to shape our services in a way that meets the needs of our patient population.

Our patients and people are rightly proud of the services we provide. There is a real value placed on some of the leading specialist services we deliver and it is an ambition to ensure these services are enhanced and developed as we move into the future.

As well as providing the highest quality general acute services across our main hospital sites and community services, we will ensure that we have the right resources in the right places to get the best from our teams and estate to deliver the best clinical outcomes for patients. Wherever our patients and communities access our services, they will receive the same consistently high-level of quality, leading to some of the best patient outcomes anywhere in the NHS. Our 'One Frimley Health' promise will ensure there is consistency in access, experience and outcomes across all of our services. Whenever our patients and communities come in contact with Frimley Health, they will experience the same outstanding care.

“It's important to place the patient at the centre of an integrated acute and community trust like this” *patient*

Our work on integration with our ICS partners will help us to move some services from our hospital sites into a more appropriate setting closer to home. Improved coordination with partners and investment in community services will also improve a patient's journey into and out of hospital, back to their place of residence. A greater proportion of the care delivered within our system will be provided closer to home, improving outcomes and patient experience. We will reduce admissions to hospital and, when admission is essential, reduce the length of time people need to stay in hospital in order to receive the appropriate care and treatment. This means our hospitals will be better placed to focus on the provision of our highly-rated acute, hyper-acute and specialised services, some of which are regional and national leading services delivered by renowned clinical teams. Part of this work will be an unrelenting focus on efficiency which will involve a review of services to ensure that we are not duplicating services where this is not required.

“We must become an organisation at the forefront of innovation and change” *staff*

We endeavour to ensure our cancer services are sustainable to meet future demand while supporting the delivery of the long-term plan aspirations of early diagnosis to improve clinical outcomes and patient

experience. Growing these services through our clinical networks will improve provision of specialist services locally.

Working with our acute partners, we strive to develop our portfolio of services to improve the provision of services such as cardiovascular, cystic fibrosis, cancer, plastics and spinal for our local population.

➤ Frimley Health will be known for:

Delivering excellence every day across all of our services as 'One Frimley Health'

What will success look like for our patients, communities and our people?

- Our patients and communities will receive consistently high quality care and the best patient outcomes offered by all of our services as 'One Frimley Health'
- Our patients and communities will have access to range of specialist services provided locally by leading clinical teams delivering the best clinical outcomes
- Our patients and communities will have access to the best urgent and emergency care when needed
- Our patients and communities will be served by an organisation that will provide children with a strong start in life and continue to serve them throughout their lives
- Our patients and communities will have access to services provided from state-of-the-art facilities delivering the best patient experience
- Our people will be part of an organisation that invests in developing its clinical services to ensure that they are fit for the future

Our delivery priorities will include:

- A dedicated, state-of-the-art elective facility on the Heatherwood site in Ascot, utilising the latest technology to deliver outstanding specialist services to patients across Surrey, Hampshire and Berkshire
- New and improved clinical facilities across our acute sites such as a new diagnostic block and Cystic Fibrosis Unit at Frimley and critical care facilities across the Trust
- A consistently high standard of care delivered through the best pathways as 'One Frimley Health'
- Delivering the national Children and Young People's initiatives to ensure children and families have the best start to life and are well supported in both their health and wellbeing from the outset
- Embedding the outcomes of the Better Births publication through transforming our maternity services to ensure continuity of carer, and provision of an excellent perinatal mental health service among other initiatives, including the Saving Babies' Lives care bundle
- To further develop some of our specialised services through enhanced networks in order to provide more specialist care locally and to ensure all pathways and services have a sustainable future



Making our money work

Frimley Health will deliver sustainable services, fit for the future, through diligent financial control and sustainable investments

In order to deliver services that are fit for the future, it is clear that we will have to focus on our finances ensuring that we get the best value.

Stretching every pound to reap the biggest rewards benefits our system and our patients and is an organisational imperative. It is the responsibility of each and every person to do their best to deliver value for money through organisational efficiency and productivity. The need to achieve financial balance and generate a surplus is not unique to Frimley Health. This is a common challenge faced by NHS organisations across the country.

Our financial and commercial strategy will be central to delivering value for money for the future. Our main source of NHS funding is unlikely to grow significantly for the coming years, so our financial strategy will be looking to other sources for additional income alongside scrutiny of our cost base. One of our key delivery priorities is to increase our income through other means including the development of our private patient services. All the income generated by our private patient services are reinvested directly back into the NHS care we provide.

“I want the organisation to be joined-up with consistent processes across all sites” staff

As well as generating more income, we need to control our costs. We have a range of initiatives and projects that will help us in our task to make the best use of the money we have as part of the Frimley Health and Care ICS. System investment in out-of-hospital services is a recognised part of our strategy. Utilising our relationships with our partners, we will work to redevelop our service offering to ensure they are provided in the most appropriate setting, achieving the greatest value for money. We will be adopting national models of productivity, such as the Model Hospital and Getting It Right First Time (GIRFT), to help us deliver on our obligation to balance our books. Our quality improvement programme will also have a significant impact in ensuring that we deliver safe and effective care as efficiently as possible.

➤ Frimley Health will be known for:

Being one of the most efficient providers of healthcare in the country

What will success look like for our patients, communities and our people?

- Our patients and communities will have access to a broad range of services delivered by one of the most efficient trusts in the country
- Our patients, communities and people will be served by a local trust that is financially stable, spending well to ensure value for money in the services we offer
- Our patients, communities and people will be served by a local trust that invests in services, estate and buildings that generate value for money
- Our patients, communities and people will be served by a trust that generates income from a variety of sources and develops its private patient services so that any profits can be reinvested in NHS care
- Our patients, people and communities will be served by a local trust that works to reduce its impact on the environment as we deliver more of our services closer to home

Our delivery priorities will include:

- Implementation of our finance and commercial strategy to ensure we eliminate our deficit and generate a sustainable surplus for investment in future services
- Focusing on improving our productivity and efficiency in all of our day-to-day operations, benchmarking our costs, improving our processes and systems and eliminating inefficiencies where they exist
- Exploring alternative options for the provision of high quality and effective non-clinical support services that allow us to improve productivity and provide opportunities for future innovation
- A review of other sources of income and expansion of our private patients activity to both increase and diversify sources of income
- Adoption of national best practice in efficiency and productivity such as adopting the Getting It Right First Time (GIRFT) and the Model Hospital initiatives, driving better clinical experience, safety and outcomes through a focus in efficiency and learning from examples of best practice





Advancing our digital capabilities

We will develop our digital and technological capabilities to enable clinical transformation delivering safe, efficient and excellent services and outcomes for our patients

Technology has the ability to transform healthcare and we want to ensure that we can be at the forefront of these changes.

As we invest in our digital and technological infrastructure our patients will be empowered to manage their health and wellbeing through the use of apps and wearable technology. They will also be able to use a variety of digital channels to access our services in a way that best suits their personal needs. For example, our patients could have access to a hospital consultant appointment via live streaming or video technology.

We also want to ensure that our teams and people work with the most advanced systems, allowing them to access the right information at the right time. By having a truly connected patient record we will be able to reduce errors, improve safety and enhance the overall patient experience. Ensuring the alignment and integration of our systems across the Trust and with health and care partners is a key priority, and provides a solid foundation upon which we can advance our digital capabilities for the benefit of both our people and patients.

“ We must become a really forward-looking trust with modern IT which embraces technology ” staff

We will continue to grow our capabilities through a commitment to actively driving R&D, providing our people, patients and communities with access to the latest technological devices, systems and procedures. For example, we will continue to build our capacity relating to robotics, as we enhance our ability to offer precision surgery through the use of robot-aided surgical procedures.

AI and genomics are other areas that will benefit from our investment in the latest technology and advances in medicine. As advances are made over time, we will use AI to speed up and improve some of our diagnoses, particularly in imaging. The use of AI to improve diagnosis and personalised medicine informed by genomic data will be a key part of our future plans with our systems partners.

➤ Frimley Health will be known for:

Using digital technology to provide truly advanced and connected care to our patients

What will success look like for our patients, communities and our people?

- Patients and communities will be able to have a greater degree of control over their healthcare through the use of apps and digitally enabled consultations
- Patients and communities will experience fewer journeys to hospital as we adopt wearable technologies and devices enabling remote monitoring
- Patients and communities will have access to more customised care using advanced technology and techniques such as genomic medicine or AI
- Patients and communities will have access to cutting edge robotic technology for a range of procedures and operations
- Our people will be equipped to utilise technology which will enhance their day-to-day capabilities and improve the ease with which they can work digitally
- Our people will have access to information that enables connected care and allows clinicians to access healthcare records and information: the right information, on the right device, at the right time
- Our people will be part of an organisation that is committed to R&D, actively shaping the future of healthcare

Our delivery priorities will include:

- Delivery of a new Trust Electronic Patient Record system to embed clinical transformation and enable further clinical innovation
- Integrating our systems Trust-wide and across all health and care providers and embedding the latest technology and digital medicine in order to support patients
- Wider information sharing by successful delivery of the Connected Care and Local Health Care Record programmes
- Developing the Trust's overall infrastructure and capabilities to achieve the highest level of digital maturity
- Implementing digitally transformative ways of working and developing our workforce's skill in utilising advanced technology
- Using the latest in digital medicine and technology such as AI and robotics to provide patients with latest treatments and rapid diagnosis
- Development of digitally enabled technology to allow patients to interact with our services in a way that is convenient and efficient for them



High-level delivery plan highlights

A successful strategy is measured on its delivery. Although our strategy is ambitious, it is achievable and meaningful to our patients, communities and our people. Delivery will be through our implementation plan. There are a number of critical deliverables that must be realised in order to achieve our overall strategic ambitions.

Our delivery plan is underpinned by directorate-level plans which contain detailed aims and objectives for the coming years. *Our future FHFT* will provide clear

direction for our directorate-level and annual plans to follow. We acknowledge that we can't do everything all of the time but our strategy provides a clear framework for the next five years. Working in tandem with our partners will be key to its delivery. Everything we do contributes to achieving our overall strategy and strategic ambitions and will improve the outcomes and experiences of our patients, communities and our people. The following delivery plan will be monitored by our Trust Board who will track progress against the overall strategy on a regular basis.

Year 1 (2020-2021) | Year 2 (2021-2022) | Year 3-5 (2022-2025)

Deliverables

- | | | |
|---|--|---|
| <ul style="list-style-type: none">• Quality improvement methodology implemented• New recruitment and retention strategy implemented• Work with system partners to expand the delivery of community services• Frailty service fully functional cross-site• Clinically-led review of portfolio of services• Approval for diagnostic block at Frimley Park• E-observations live• EPR procurement complete | <ul style="list-style-type: none">• Opening of new elective centre at Heatherwood• Commence deployment of Trust-wide EPR system• New ways of outpatient working implemented• Work with system partners to improve local mental health services reducing the need for out of area treatment• Expansion of private patients offering• More specialist services delivered locally such as cystic fibrosis and renal• Increase in the number of patients actively inputting into the design of services and pathways | <ul style="list-style-type: none">• Development of new clinical roles – over 45 Advanced Clinical Practitioners (ACPs) and 100 nurse associates• Improved clinical facilities, such as the development of critical care, endoscopy and diagnostic block• Improved patient experience through connected health and care record• FHFT delivers on commitments to deliver ICS five year strategy, focussing on supporting health, wellbeing and prevention initiatives• Development of consistent clinical pathways and services• Widespread use of AI and robotics• Trust-wide 'outstanding' CQC rating |
|---|--|---|

Aspirations

- | | | |
|---|--|--|
| <ul style="list-style-type: none">• Cost improvements and financial surplus achieved• Staff engagement scores in the top 10% of trusts | <ul style="list-style-type: none">• Increased volunteer presence by 10%• Staff turnover rate reduced to 12% | <ul style="list-style-type: none">• Top 10 trusts in Patient Experience Survey• Highest possible rating for ICS awarded by regulators• Deficit reduction alongside 1% surplus achieved• HIMMS Level 7 |
|---|--|--|

Risks and risk management

Risk management is key to the delivery of any strategy – environments and circumstances can change and the proactive and effective management of risk is vital to delivery. We have been clear about the significant challenges that face our organisation over the coming years and these will remain a challenge and a potential risk.

Our comprehensive Board Assurance Framework provides a robust foundation for the governance

of identifying and managing our risks. We take a targeted approach to ensure that we understand and manage the most likely risks or those that are likely to have the greatest adverse impact on the strategy. Risks will be constantly reviewed by directors and, working with the rest of the organisation through our governance structure and committees, we will involve our people as risks are identified and managed.

Future engagement

This strategy will be a living document which will continue to be shaped as we engage with patients, staff, our communities and partners throughout the life of the strategy. For the teams within Frimley Health this means that *Our future FHFT* will provide a framework for everything we do, shaping our decisions and day-to-day actions. It will be embedded in the organisation through our vision, values and behaviours. This will be supported by our corporate objectives, directorate and clinical plans individual and team objectives.

We operate in a volatile and unstable environment, so we need to be agile. We need to understand the changing pressures and challenges in order to respond. Continual engagement with our people and partners will be essential to ensure that the patient voice and ideas of our people and partners are included in our future developments. Building on the engagement that we established through the strategy development process we will be empowering teams to consistently update and adapt to meet future challenges. We will listen to our patients and our communities and respond to their needs as the environment around them changes.

Summary

Our future FHFT outlines a stretching and ambitious five-year plan which, upon delivery, will positively influence patient and staff experience and achieve outstanding clinical outcomes for our patients and communities. Working with our ICS partners and acute clinical networks, we will transform our ways of working and our specialist services and embed a widespread culture of excellence and continuous improvement. *Our future FHFT* provides us with the roadmap we need to negotiate the challenges of the future, and bridges the gap between our success to date and our future aspirations and vision.

“ We are proud of *Our future FHFT* and all that it aspires to achieve. We are certain it will inspire confidence in our ability to deliver exceptional services for our communities and demonstrates our commitment to our patients, people, partners and communities. ”

This strategy document can be downloaded from our website at www.fhft.nhs.uk/strategy, where you will find more information about our plans. If you'd like to contact us about the strategy, please email us at fhft.strategy@nhs.net



#FutureFHFT