

Achieving Together

Working towards 2020

A summary of our organisational strategy



*Caring for you...
caring for our community*

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Foreword from the Chief Executive

Welcome to Homerton University Hospital NHS Foundation Trust's organisational strategy, *Achieving Together*. This strategy sets out our priorities, goals and values taking us up to 2020, and has been developed through a broad based consultation and engagement process involving staff across the Trust as well as our Governors, Members and external partners.

Achieving Together sets out both the priorities for the next stage of our development and the values of the Trust. These values provide a framework for how we make our decisions and engage with patients and each other. We are proud of the services we offer at Homerton and the reputation the Trust has developed for providing high quality care in hospital and our community. *Achieving Together* will ensure we continue to build on this reputation both locally and nationally.



Tracey Fletcher
Chief Executive

Introduction

Since becoming a Foundation Trust in 2004, the Trust has maintained its reputation as a high performing provider, delivering quality patient and service user care whilst also achieving compliance with key performance and regulatory requirements.

This strategy sets out the Trust's ambitions and priorities for going beyond our current high standards and establishing the Trust as one of country's foremost health providers with a reputation for quality, innovation and leading the way on service integration.



In developing our strategic plan we have taken account of a number of strategic challenges within the local and national environment. These include the following.

- A focus on developing new and innovative models of integrated care so that increasing health care demands can be met within a shrinking financial envelope.
- The increasing focus on challenging clinical standards relating to models of care and seven day working.
- The transfer of public health responsibilities to local authorities and the consequent changes in commissioning priorities and approaches.
- The emergence of Clinical Commissioning Groups with distinctive local priorities and the evolving interplay between these commissioning entities, local authorities and NHS England both nationally and regionally.
- The appropriate post-Francis scrutiny of clinical quality and organisational culture.
- The accreditation requirements designed to quality assure aspects of specialist services.
- The evolving commissioning and provider landscape in north east London and beyond.



In response to the strategic challenges we have developed three strategic priorities, supported by clear aims and objectives to enable us to realise our mission:

*Safe, compassionate, effective care
provided to our communities with a
transparent, open approach.*

We recognise that the successful delivery of our mission depends as much on the approach we take, as the priorities themselves. We have therefore developed a set of organisational values to sit alongside the strategy which describe the approach we will take to the delivery of services and the standards we will uphold.





Strategic Priorities

The following three pages outline our strategic priorities which are broken down into aims with a set of success measures under each aim.



Quality

- **Safe** – Continuously strive to improve patient safety and provide harm free care.
- **Effective** – Provide services based on the latest evidence and clinical research.
- **Positive patient experience** – Ensure all patients have an excellent experience of our services through providing person-centred care that takes into account each patient’s or service user’s needs, concerns and preferences.

✓ Success measures

Safe

- Harm free care to be provided to at least 98% of patients.
- Achieve and maintain a position in the top 10% of trusts reporting incidents with a low level of harm.

Effective

- Achieve and maintain a position in the lower quartile of NHS organisations for the Summary Hospital-level Mortality Indicator (SHMI).
- Achieve and maintain a position in the lower quartile of NHS organisations for the rate of readmissions.
- Service specific effectiveness measures to be in place across the Trust.
- Fully implement all relevant NICE quality standards.

Positive patient experience

- Achieve and maintain a position in the top quintile for patient and staff experience surveys.
- 90% of staff to be assessed, within their appraisal, as consistently meeting the Trust’s values.

Integration

- **Pathways** – Ensure care pathways, across the health system, are designed around the needs of the individual.
- **Prevention** – Focus on early intervention to improve health and wellbeing and reduce the cost of health care provision.
- **Partnership** – Create seamless services in which organisational boundaries are not evident to the patient or service user.

✓ Success measures

Pathways

- Information systems that facilitate the sharing of relevant patient information across partner organisations to be in place for all relevant services.
- Hackney to have fully integrated care pathways in place across the care system, where this is identified to be the preferred model.
- Reduce readmission rates in integrated pathways.

Prevention

- Reduce the rate of emergency admissions and the length of stay for integrated pathways.
- Commit and contribute to the objectives set by the Health and Wellbeing Board.

Partnerships

- Lead on establishing a formal partnership - based on a shared vision, philosophy and performance indicators - for integrated care with all partner agencies.

Growth

- **Scale** – Ensure core services are of a sufficient scale for long term sustainability and effectiveness.
- **Reputation** – Develop a national reputation and profile for leading the way in the provision of high quality and innovative health care services.
- **Turnover** – Establish an ability to respond to the financial and quality challenges facing health care providers by increasing turnover to £400m by 2020.

✓ Success measures

Scale

- Services to be of sufficient size and scale to:
 - meet the latest and emerging quality standards
 - be available seven days a week
 - be financially sustainable.

Reputation

- To be recognised as London's leading provider of integrated care.
- Communicate our success in the provision of excellent quality services and research to improve our reputation and profile locally and nationally.
- Achieve and maintain the highest rating from both Monitor and the CQC.

Turnover

- Increase turnover to:
 - £300m by 2017
 - £400m by 2020.
- Increase our market share by making Homerton a provider of choice to a wider geographical area.
- Progress towards an annual financial surplus of 2% to invest in service development and improvement.

Our Values

Safe

We will do everything we can to make our services as safe as possible and create a positive learning environment.

Respectful

We will treat others as we would expect ourselves or our families to be treated and cared for.



Personal

We will provide care which addresses individual needs and focuses on our patients, service users, their families and carers, and our staff.

Responsibility

We will take responsibility for our actions and any problems that we come across – we lead by example.



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*Caring for you...
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Incorporating hospital and community health services, teaching and research