

# Together we care

## Our strategy for the next five years

### What is our vision?

To advance health and wellbeing, as a local, national and international leader in clinical care, education and research.

### Our values – showing we care

Our values remain at the heart of everything we do.



### Why do we need a new strategy?

In order to deliver our vision and our values, we need to put our organisation on the front foot in a fast-moving world, where patient expectations are changing and new technologies are creating opportunities and challenging us to change the way we work. The NHS systems and structures around us are evolving to support better service integration and improve population health.

All these changes mean that now is the right time to refresh our strategy so that we continue to remain fit for the future.

## What is our new strategy?

Together we have identified three overall priorities for our organisation, under which sit a number of more detailed strategic objectives. These are the things we care about most and will be central to achieving our vision:

### 1. **Patients:**

**Transforming our relationships with our patients** and the populations we serve by:

- **involving patients as partners in their own health, wellbeing and care** and placing patient and public engagement at the heart of everything we do. We aim to meet **their expectations of 21st century healthcare**, using digital technology to improve access and services.

### 2. **People:**

**Supporting our staff to improve the way we work** and securing our finances for the future by:

- **investing in our staff**, securing and retaining the outstanding teams we will need for the future of our organisation and the wider system, supporting their education, development and wellbeing and improving our diversity at all levels of the organisation.
- **delivering consistently excellent care** that is quality focused, best practice and data driven, efficient, consistent and supported by the latest digital technologies.
- **securing our finances for the future**, by making the most of the location and value of our estate, improving our efficiency and broadening our income base.

### 3. **Partnerships:**

**Building new partnerships and strengthening existing relationships** by:

- creating **world class clinical academic services** and taking them to a higher level by building and supporting networks of specialist services in South East England, with centres of excellence for cancer, children's, cardiovascular and other services.
- developing **integrated local services** by working together with local partners to enable people to stay well for longer, help meet growing demand and to co-ordinate care and prevention.
- **accelerating the introduction of world leading advanced therapeutics, experimental medicine and medical technology**, collaborating with academic commercial partners to work at the cutting edge of new approaches to medicine and delivering new treatments for our patients more quickly.

## **What will we do?**

To deliver our ambitious strategy, we will work with staff and patients to take forward exciting new initiatives, including:

- every day we will deliver safe, effective care and high quality experiences to all of our patients, within our financial means
- redesigning patient pathways and modernising our interactions with patients, making the most of the opportunities provided by digital technology
- developing a new workforce strategy with our partners, making progress on improving equality and diversity
- creating multidisciplinary teams to support local services in Lambeth and Southwark
- establishing new networks to provide more consistent care for patients across South London and the South East, including for cardiovascular and specialist children's services
- expanding Evelina London, to achieve our ambitions for children and young people
- building an accountable cancer network across South East London
- developing proposals for creating a heart and lung centre of excellence with Royal Brompton and Harefield Foundation Trust and King's Health Partners
- getting better at using data to improve patient care and plan for the future
- broadening our sources of income, including through fundraising and commercial partnerships
- developing a plan for our estates to support these exciting developments
- creating a biotechnology hub at Guy's exploiting expertise in research and development, genomics and regenerative medicine, and a medical technology hub at St Thomas' with industry partners in bio-engineering and pharmacology.

## **How will we do this?**

Our new strategy is building on a strong platform for the future and the existing strengths that make us so distinctive:

- our brilliant, hard-working, dedicated and diverse workforce
- a positive, open and engaged culture focused on patients' and families' needs
- a wide range of care, services and research which span from pre-natal to end of life
- ambition and excellence across our services with a strong commitment to our four clinical priorities – cancer, children's, cardiovascular and adult local services
- holistic care for adults and children - from local care for Lambeth and Southwark to highly-specialist services in centres of excellence
- financial stability and unique opportunities to develop our sites
- strong partnerships between clinicians and academics, and with innovative commercial organisations

# Together we care – our new strategy

Our strategic priorities are...

Our new strategic objectives are...

## 1: Patients

Transforming our relationships with our patients

**Involving patients as partners in their own health, wellbeing and care** and placing patient and public engagement at the heart of everything we do. We aim to meet **their expectations of 21<sup>st</sup> century healthcare**, using digital technology to improve access and services.

## 2: People

Supporting our staff to improve the way we work and securing our finances for the future

**Investing in our staff**, securing and retaining the outstanding teams we will need for the future of our organisation and the wider system, supporting their education, development and wellbeing and improving our diversity at all levels of the organisation.

**Delivering consistently excellent care** that is quality focused, best practice and data driven, efficient consistent and supported by the latest digital technologies.

**Securing our finances for the future**, by making the most of the location and value of our estate, improving our efficiency and broadening our income base.

## 3: Partnerships

Building new partnerships and strengthening existing relationships

Creating **world class clinical academic services** and taking them to a higher level by building and supporting networks of specialist services in South East England, with centres of excellence for cancer, children's, cardiovascular and other services.

Developing **integrated local services** by working together with local partners to enable people to stay well for longer, help meeting growing demand and to co-ordinate care and prevention.

**Accelerating the introduction of world-leading advanced therapeutics, experimental medicine and medical technology**, collaborating with academic commercial partners to work at the cutting edge of new approaches to medicine and delivering new treatments for our patients more quickly.

Underpinned by:

A focus on strong operational and financial performance, capacity and demand alignment, digital strategy and healthcare analytics

Put patients first

Take pride in what we do

Respect others

Strive to be the best

Act with integrity