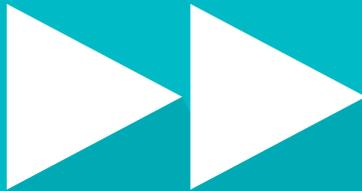
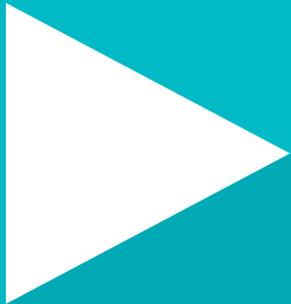


FORWARD



A VISION



**WE ARE A FORWARD-
THINKING HOSPITAL
WORKING WITH PARTNERS
AT THE LEADING EDGE
OF HEALTHCARE FOR THE
BENEFIT OF OUR PATIENTS**



INTRODUCING

Our vision is to work with our partners at the leading edge of healthcare for the benefit of our patients.

This means we must unite behind our mission to be better every day because we know that there is always the opportunity to improve our services.

We are a centre of clinical academic excellence where new treatments are being discovered, new healthcare professionals are being trained and cutting edge developments are being put into practice. Although we share many features with other large university hospitals across the world we believe that we stand out because of our ambition to improve and our heartfelt compassion for the patients we look after. We value our colleagues both within the hospital and across the health and social



Our mission is to be better every day.

Fiona Dalton, chief executive

care sector because we know that they are working beside us with a common purpose.

So in this vision we are setting out who we are and what we stand for as well as describing the current challenges we face and our priorities for the future.

We hope this document will inspire you to believe as we do that UHS has the vision, the people and the determination to create a better future for our patients.

Fiona Dalton
Chief executive

John Trewby
Chair



University Hospital Southampton is an NHS teaching hospital on the south coast of England.



We are a local hospital working in cooperation with other providers in Southampton and South West Hampshire to provide excellent secondary care services. As a regional hospital, we deliver specialist planned and emergency treatment for a large population across the south coast of England.

Our education and research programmes are our legacy for the future and demonstrate our commitment to the patients who will need us tomorrow. We work closely with the University of Southampton and other partners to research new and improved treatments and develop the skills, knowledge, values and behaviours of the healthcare workforce.



Our aim is to be compassionate. We see all our patients as individuals of equal value and want to work with them as partners to provide the best possible care and treatment.

Dr Derek Sandeman, medical director

IN A YEAR...



145,000
inpatients



560,000
outpatients



116,000
visits to the emergency
department



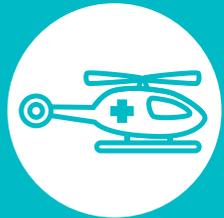
2.5m
samples processed
in our labs



533,000
items dispensed
by our pharmacy



35,000
units of
blood issued



365
air ambulances land



6014
babies born



21,000
patients enter clinical trials



21,000
operations



123,000
attendances at
our training courses



95%
of patients would recommend
us to their friends and family



WHERE IT ALL STARTED

Our Trust has its origins in the 1900s when the Shirley Warren Poor Law Infirmary was built on the site of what is now Southampton General Hospital.

In the early half of the century, the site began to expand with the opening of the school of nursing, the creation of the Wessex neurological unit and the landmark decision to develop a new medical school in Southampton that took its first students in 1971.

During the 1970s and 80s, a significant building programme delivered the current footprint of Southampton General Hospital, the Princess Anne Hospital and Countess Mountbatten House, our hospice.



We are asking some of the most challenging questions in modern medicine. When we find answers, we bring them to patients at the clinic or the bedside as quickly as we can.

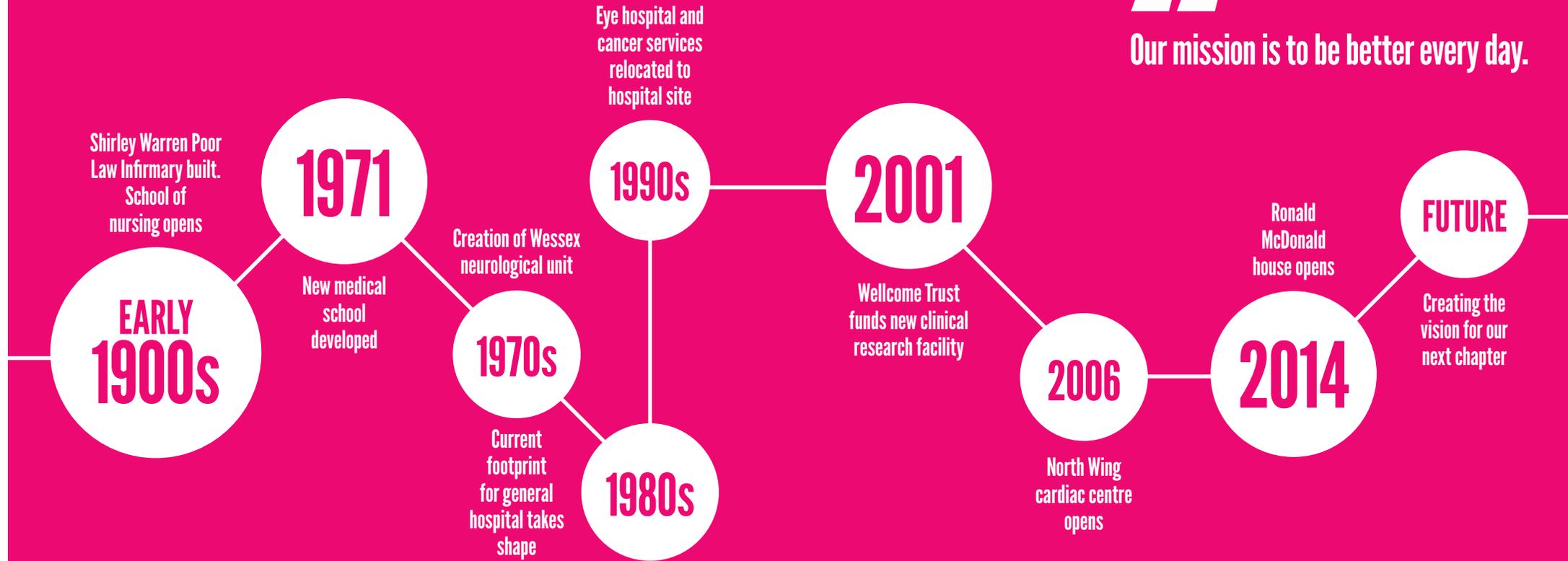
Professor Iain Cameron, dean, faculty of medicine, University of Southampton

In 1993, Southampton University Hospitals Trust was formed creating a single management board for acute services including the Royal South Hants Hospital. During the 1990s, services were increasingly centralised at the general hospital, with the eye hospital and cancer services being relocated there from elsewhere in the city. The Wellcome Trust funded a clinical research facility at the hospital in 2001 and this unit remains the foundation for much of the Trust's groundbreaking medical research. In the last decade, the development of Southampton General Hospital has continued with the opening of the North Wing cardiac centre in 2006, the creation of a major trauma centre with on-site helipad and the opening in 2014 of the Ronald McDonald house for the relatives of sick children.

This vision is about how we create the next chapter in our history.



Our mission is to be better every day.





We are proud of what we do well, but we know we must keep improving to provide better care and be leaders in quality in an ever more complex environment.

Judy Gillow MBE, director of nursing

OUR PATIENTS

We put our patients first and they are the only reason we are here.

Whatever we do, we always try to hear the patient's voice and work with them as equal partners to find solutions to their healthcare needs.

We also have a responsibility to think about the patients of tomorrow. In partnership with the University of Southampton, we are involved in discovery programmes to develop the next generation of healthcare answers and the workforce of tomorrow.

OUR STAFF

We employ over 10,000 people who are making a difference to our patients every day.

Another 1,100 people make up our army of volunteers – and our hospital could not function without the vital services they generously provide.

We ask our staff to value their colleagues, and to treat each other with compassion and respect, because this is how we expect them to treat our patients. We ask for a high level of commitment from our employees and, in return, we support them by investing in their training and development. We think that all our staff deserve the opportunity to perform at the best of their ability and be a little better at what they do every day.

OUR VALUES



OUR VALUES GUIDE THE DECISIONS WE MAKE EVERY DAY

▶ PATIENTS FIRST

Our service is the care of others and our primary duty is to safety. We try to focus relentlessly on improving safety and eliminating harm and we work with our patients as partners to achieve this.

Kindness is a vital part of the service we provide and the care and compassion we show to patients is as important to them as the clinical treatments we offer. The manner in which we organise our services is key to the way they are experienced. So we will develop the concept of "administrative care" to describe the importance of improving our processes so that we keep to appointment times, provide information and support families and carers along the patient's journey.

All patients are equally important. From broken bones to bone marrow transplants, our values are universal and we aim to provide every service to a standard that exceeds expectations.

We will only do the things that add value to the patient and stop doing everything else. Where patients would be better served if another organisation looked after them, we will stop providing services and allow others to step in.

WORKING TOGETHER

This means partnership in the widest possible sense. Most importantly, it means working with our patients. We try to truly empower them to allow them to take as much control of their care as they can, and make the right decisions for themselves about what healthcare support they access.

It also means working as a team within the Trust. We understand that every role at the hospital is a challenge but, by working together, we can make each other's jobs a little easier and more productive. We will continue to promote better teamwork to reduce stress in the organisation, particularly at times of peak demand.

Thirdly, it means partnership with other organisations – influencing, but just as important – listening. For most of our patients, their involvement with us is only a brief moment in a much longer pathway of healthcare. As a hospital, we always see our meeting with the patient in the context of their wider experience of NHS services. Working effectively with the providers of these services and the organisations that purchase care will help us be better at what we do.

We aim to be an active and flexible partner within the local health and social care economy. As a Trust, we will collaborate to ensure that care pathways are transformed as part of our continuing drive to improve quality, safety and productivity.

ALWAYS IMPROVING

This is about being restless. Our mission is to be better every day and this means we ask difficult questions to solve our problems and achieve the improvement we seek.

We aim to be honest and open. Healthcare across the world is not as safe or reliable as it could be and, like every other hospital, things sometimes go wrong. We try to always be honest about this, particularly with patients and their families. We will publish as much information as we can about our outcomes, incidents and trends, because we believe that this drives improvement.

Research is an integral part of our mission to constantly improve and be able to offer better care to patients. We see research as fundamental to everything we do and embedded in the delivery of care. Our vision is to develop the research capability of our hospital to its full strength in order to make things better for our patients.



I mean it when I say that all the staff were brilliant from the consultants to the cleaner. Ten out of ten.

Chris Springhall, patient, Isle of Wight



**WHAT
MAKES US
DIFFERENT?**



ALWAYS OPEN, ALWAYS READY

We never close our doors. Everything our patients might need in an emergency is available here.

We are one of only a very few trusts in the country that can provide an undifferentiated 24-hour take. This means that around the clock we can treat patients with almost any emergency condition. The number of hospitals that can do this has reduced substantially over the past few years as evidence has grown that outcomes are better where specialist emergency care is centralised.

We are proud of this capacity and the reassurance it gives to the inhabitants of our city and region. In an emergency, we are always able to look after them whether their condition is common or rare.

We believe that we will continue to take patients from an ever broader catchment area at all times of the day or night and we will continue to treat them all to the best of our abilities. No patient is more important to us than any other.

Round the clock clinical excellence also applies to patients already in the hospital and, nationally, the NHS is being challenged to ensure that we



can provide the same quality of service to patients regardless of the time of day or week. We believe that we are one of the national leaders in providing 24/7 care but we will need to continue to improve this.



A LIFETIME OF CARE

It is a fundamental principle of the NHS that it will provide care for patients from the beginning to the end of their lives.

We take this approach seriously and are different from many other hospitals because we can provide a high standard of care across a broad range of specialties, from birth through childhood and teenage years, to adulthood and old age. Our focus is on making the transition between services for different ages seamless so that patients feel cared for by a single team for the whole of their lives.

Because we can provide a lifetime of care for nearly all specialties, we are there for the whole family, providing care for each generation. The communities that we serve understand our history of providing healthcare for Southampton and Wessex. We need to continue to earn their trust, to allow us to continue to do this as they grow older, and to care for their future children and grandchildren.

This philosophy is mirrored by the research approach of our partner the University of Southampton, whose 'lifecourse' approach has demonstrated how environmental factors impact on health throughout life and across generations.

The Trust is also committed to understanding, through research, how health inequalities are affecting the catchments we serve and the best routes to prevention. The Southampton area faces a number of health challenges across a range of indicators and we will seek to find answers to these in partnership with our health and social care economy.



A SINGLE LOCATION FOR MULTIPLE SPECIALTIES (co-location)

Different medical specialties are increasingly connected with each other and the location of multiple teams in a single larger hospital is known to benefit patients.

It allows a wide range of expertise to be brought to the bedside within minutes and multi-disciplinary teams to truly work together. Increasingly, different methods of treatment are being merged into a single intervention, for instance in cancer treatment where surgery, radiotherapy and chemotherapy are no longer approached as separate modalities but instead used in a much more integrated approach. ►

Major trauma centres are a recent development in England and have delivered an immediate significant improvement in survival rates. These require multiple specialist teams to work in a single location. We are one of the few hospitals in England to have been built as a single centre for a city providing all of the major specialties and covering the lifecourse from newborn to elderly.



EXCELLENCE IN QUALITY AND SAFETY

There is a constant drive to improve quality, safety and efficiency and the importance of this focus has been shown by the Francis and Berwick reports.

Our mission to be better and safer every day is the hallmark of our hospital and its employees and is something we are justly proud of.

We commit the time, energy and resources needed to transform services so that they get better in the medium and longer term, rather than being satisfied with how they are performing today. By doing this we can demonstrate excellent clinical outcomes and patient satisfaction ratings across many different specialties.



OPENNESS AND FLEXIBILITY

Being transparent, open and honest about our outcomes, patient experience, incidents and safety priorities is important to us.

Where we are excellent, we publicise this to build the confidence of our patients and local communities. Where we make mistakes, we are honest about them and what we are doing to improve things.

We strive to ensure that concerns and issues are raised freely in a culture that does not engender fear. Our focus is to communicate performance and outcome results openly and we inform patients, commissioners and stakeholders when we have not delivered our services to the level of expectation that we set for ourselves.

Coupled with the development of our values and behaviours, is the implementation of our communications strategy. The core values of openness, transparency and candour rely on the ability of the Trust to communicate effectively with staff, patients and other stakeholder groups.



CAPACITY

The growth of our specialist services has benefitted many patients where centralisation improves outcomes.

We can rightly celebrate this and want to enable further growth where the advantages are proven. However, we understand that many patients are currently in hospital who do not need to be here – while other patients who could benefit from our services cannot access them.

We can often find ourselves dealing with the impact of excessive demand for our services. On an hour by hour basis, the struggle to identify appropriate clinic, ward and theatre space can require significant management attention. As we move forward, we will seek a way out of the cycle of juggling capacity by creating greater flexibility to respond to the peaks in demand and working with partners in new ways.

We will exploit technological advances to enable, wherever possible, patients to access specialist care without needing to travel to a hospital.

FINANCE

Financial viability has been maintained by improving productivity. We are doing more for less so that the same services are provided for about 5% less cost every year.

The national picture for the NHS indicates that the challenges facing acute hospitals, particularly those providing specialist services, will increase considerably.

Higher levels of productivity improvement will be needed in the medium term and to deliver this we will need to think more strategically and flexibly about how we deliver care. Our vision is to work with NHS organisations in our area, acting as a catalyst for change to benefit patients wherever they are in the pathway of care.

Within our hospitals we will seek to always improve our understanding of the things we do that really benefit our patients and add value to their care. Anything that does not benefit the patients will be removed and we will rely on all our staff to develop their productivity as a natural part of their role. We will work together to improve quality for patients and save time for our employees. In addition we will also look to ways to provide our services in a more financially sustainable way, one example being to reduce our reliance on expensive agency staff.

STAFFING

We are committed to delivering safe staffing across our services, both in terms of numbers of staff and their experience and skills.

The recruitment, development and retention of staff is a key strategic issue for the Trust. Forecasts indicate that there will be a shortage of many healthcare professionals in the UK over the next ten years.

We are likely to continue to recruit internationally for very specific skills from all healthcare professions; however we will also continue to engage strongly with our community so that UHS is the place where local people want to work. In order to become a top choice destination for the highest calibre staff, we will focus on developing a culture that attracts the best people. Our culture will be based around our values and will support, develop and motivate staff to work at UHS and achieve their full potential every day.

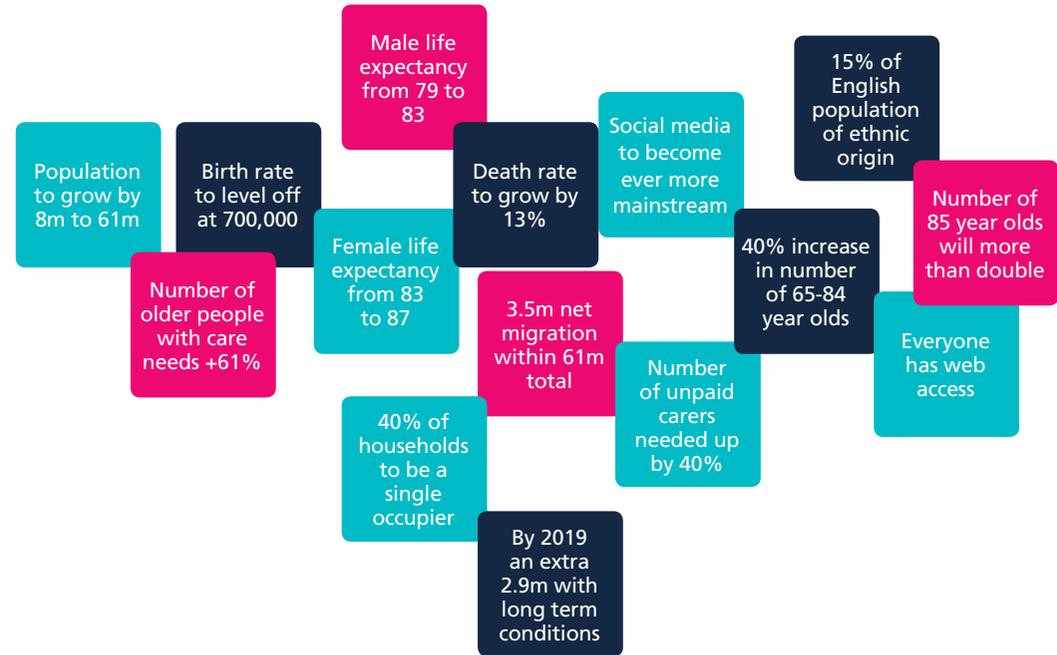
It is fundamental to the performance of our organisation that we develop a workforce which allows for, and respects, diversity and treats all staff equally. We are aware of the demographic gaps that currently exist in our workforce and will work to close these. In addition, we will develop our values programme so that all staff are supported to be sensitive to the needs of their colleagues.

We will look to develop and retain our staff them by supporting their career progression whatever their discipline or profession. Multi-disciplinary working is something we are particularly known for and we will develop and promote this as a benefit of working here.



The future for all healthcare organisations is increasingly uncertain and challenging.

The King's Fund has recently consolidated a range of research and predictive analysis to identify the impact of some of the key changes we expect.



Source: King's Fund "Think Differently – Future Trends" www.kingsfund.org.uk/time-to-think-differently



Because of the success of modern healthcare, as well as other social changes, people in the UK are generally living longer. Medical advances mean that we can do more for sicker patients, and demand is rising as we look after an increasingly elderly population.

Changes in technology are transforming how we live our lives. The way that we communicate and our expectations around the immediacy and transparency of information are dramatically different than just ten years ago. This revolution is impacting on healthcare just as every other industry. We need to be ready to accept the challenge as well as taking the opportunities that this gives us.

Linked to the above two changes, patient expectations are rising. Patients increasingly expect to be treated at a location convenient to them, within a very short timescale by an expert, who is both technically competent and compassionate.

However, the financial future for the NHS is looking increasingly difficult, with NHS England predicting a £30 billion funding gap by 2021 (if nothing is done) and all NHS providers being expected to deliver 4.5% productivity savings year on year.

The NHS Five Year Forward View has just been published with an emerging consensus around the need for greater integration of healthcare services. We will need to develop our understanding of the interconnectedness between health and social care and be ready and willing partners as services are redesigned.

Over this time frame, the following changes will also manifest themselves:

- ▶ An older population with multiple co-morbidities will mean a shift away from single disease specific solutions
- ▶ The medical and social models of care will synthesise in response to social and mental health morbidity
- ▶ Greater collaboration between local government, social and mental health services
- ▶ New forms of capitation contracts and funding moving away from activity based funding
- ▶ A need to develop community capacity in response to greater patient self management



MOVING FORWARD

THE TOP EIGHT PRIORITIES

1

PROMOTE AND LIVE OUR VALUES

We value putting patients first, working together and always improving and we will promote these values, explore their meaning with our staff and ensure that they are lived across our organisation.

We will:

- be much clearer about the behaviours we expect from our staff
- recruit, train and promote people who demonstrably share our values in everything they do

2

IMPROVE SAFETY, QUALITY AND PRODUCTIVITY

Safety is our top priority for every patient we are involved with and we want to be one of the safest hospitals in the world. In order to achieve this, we will become more transparent with our patients, staff and commissioners, being open about our safety record and honest when any patient has experienced harm while in our care. We are committed to learning from mistakes so that we can improve day by day.

Improving quality is integral to our vision to be forward-thinking and at the leading edge of healthcare. We will develop our internal quality management processes so that we regularly assess the quality of our



services, recognise high standards and work relentlessly to address our areas of concern.

We will find innovative ways of working to deliver care more effectively and productively, working with partners to assess and transform pathways to achieve this. We will integrate where necessary to ensure that processes are managed efficiently and productivity improved.

The key NHS requirements of improving productivity and providing 24/7 services will underpin our work to increase productivity.

We will:

- Sign up to safety and deliver on our promises to patients as part of this campaign
- Focus on improving outcomes by measuring and publishing clinical outcomes for all specialties
- Focus on improving the whole patient experience, so that patients feel treated with compassion by all staff in every contact
- Develop the concept of excellent administrative care, organising our services well so that the patient journey runs smoothly
- Commit to productivity improvement across all areas
- Develop innovative solutions that allow us to deliver services more efficiently while making better use of our capacity

3

OUR STAFF AND OUR EDUCATION MISSION

Healthcare staff will continue to be in short supply and we need to create an organisation where we can recruit, support, motivate and develop the highest calibre staff. This will continue to be a combination of local and international staff across a wide range of specialties. We take our responsibility as a local employer, trainer and developer of people very seriously, recognising the economic impact we have on our city.

We will:

- Attract the best staff by offering them a better deal and the best place to work
- Continue to invest in education and training opportunities for our staff including leadership development
- Ensure that our leaders and staff understand and deliver our equality and diversity agenda
- Prioritise excellent communication that allows the voice of our staff to be heard and acted on
- Focus on the staff of the future by developing our education and training capability for clinical and non-clinical staff
- Work with our local education providers to offer excellent education opportunities and bring high calibre people into healthcare roles in our hospitals



BECOME A HOSPITAL WITHOUT WALLS

We will develop more flexible models of care to enable us to develop organisational boundaries based on our expertise, not our buildings. New organisational models will be developed where our current structures cannot support rapid innovation. In the health system our aim is to be a catalyst for change but not necessarily lead it where others are in a better position to do so.

All patients who would benefit from our expertise will be able to access it without travelling to hospital if this is not necessary. By using modern information technology, we will remove the blocks between our expertise and the patient and become a hospital without walls. We will also ensure that there are no gaps in patient care between ourselves and our partners so that care across the system is seamless.

As a large organisation we have significant influence within our health economy, which we need to use wisely. Our priority will be to listen carefully to the perspective of our partners and support the creation of a clinically and financially viable health and social care system where all organisations can flourish.

We will collaborate in the implementation of our partners' strategies where they complement our own. Southampton City Clinical Commissioning Group has recently launched its five year plan "A Healthy Southampton For All" and we will seek to support the delivery of its aims.

We will:

- Increase the number of patients we care for who are not inpatients within the hospital. Some of these will be cared for in another residential location or at home in partnership between ourselves and other organisations
- Be clear about services where we wish to provide end-to-end integrated care, and those where we wish to work with partners to integrate care across organisations
- Work with health and social care partners (public, private and third sector), where necessary using new organisational models, to ensure that patients are always cared for in the right setting
- Work more closely with general practices and support innovation being led by primary care

SPECIALISED SERVICES

New services are continuing to develop which can only be provided in regional centres and, at the same time, others which were once thought of as specialist are becoming routine and can be provided more locally. The current evidence shows that there are a number of areas where new treatments involving interventional radiology (such as acute stroke treatments) can save lives and improve outcomes. We will continue to develop these new services on behalf of patients in our region.

The area of genomics is important to our future and technology is opening the door to rapid genome sequencing which will transform our approach ►

to medicine. The Wessex NHS Genomic Medicine Centre is led by UHS with partners across the region and the University of Southampton. It is one of 11 centres nationally commissioned to collect and decode 100,000 genomes of people with cancer and rare diseases. We will be seeking to develop our expertise and reputation to stay at the leading edge of personalised treatments and diagnosis.

We will:

- Engage with commissioners to plan changes in service models according to national service specifications
- Continue to plan and manage the ongoing drift of sub-specialist work particularly in paediatrics and complex surgical services
- Maintain and develop the critical mass that is increasingly required to care for complex and specialist patients
- Work with Salisbury NHS Foundation Trust, the University of Southampton and other partners to play our part in the genomic revolution, building on the Genomic Medicine Centre and seeking to become a Genomics Central Laboratory Hub for the region
- Develop our clinical informatics ability to ensure that we can take advantage of new information available for the benefit of patients



PREVENTATIVE CARE

We will play our part in the fight to improve population health in four ways. Firstly, we will maintain and expand our wide-ranging screening programmes. Secondly, we will take advantage of the unique privilege that we have of touching people's lives at defining moments and try to always use these opportunities to give choices about healthier ways of living. Thirdly, we will continue to work with the University of Southampton on their world-renowned research demonstrating how lifestyle and behaviours not only impact on an individual's health, but that of future generations. And finally, we will support our staff and others to be as healthy as they can be. In these ways, we will truly become a health-promoting organisation.

We will:

- Continue to expand our screening programmes as national policy and commissioning intentions develop
- Take every opportunity to further support and improve the health of our staff
- Ensure that our clinical translational research programme, much of which is directly relevant to health promotion, accelerates translation of research into benefit for the local population



7

DISCOVERY

We will continue to expand our research activities. In partnership with the University of Southampton, we will develop the Southampton Centre for Biomedical Research, building on our existing national presence in cancer, nutrition and respiratory research. We will also maintain and improve on our strong national position in applied clinical research, with the ultimate aspiration that every patient and member of staff at UHS should be given the opportunity to be part of a research trial. We will also work closely with the Wessex Academic Health Science Network to further our research aims and enhance our sharing of best practice.

We will:

- Develop a detailed plan to continue increasing the number of UHS patients who are offered access to clinical trials and maximise the impact of the research we undertake
- Work with the University of Southampton to submit a strong bid for the next round of Biomedical Research Centre / Biomedical Research Unit funding opportunities
- Support the University of Southampton to create an international centre for cancer immunology to accelerate the development of new immune therapies to treat cancer

8

ALL STAGES OF LIFE

We will focus on delivering excellent clinical interventions across the whole lifecourse, looking particularly at vulnerable patients who are very young (through Southampton Children's Hospital) or very old (though our elderly care).

A fundamental element of the long term strategy of the Trust is the development of a children's hospital. This facility will be broad reaching in the range of services that it provides and the impact that it has on local, regional and national paediatric healthcare. Treatment, education and research will all be developed under the banner of the children's hospital which will enhance the existing reputation of the Trust and the care that it provides.

We will:

- Continue to expand our paediatric services in partnership with community and local acute paediatrics and develop the physical infrastructure of a modern children's hospital as quickly as finances allow
- Continue to improve transition and the care of teenagers and young adults
- Develop elderly care services that are integrated across the acute and community sectors
- Continue to develop our end of life care



www.uhs.nhs.uk

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