

Our Future Vision & Strategy

2022-27

NHS

South Central
Ambulance Service
NHS Foundation Trust





Professor Sir Keith Willett
Chair

WELCOME

Welcome to our 2022-27 Strategic Plan which sets out our future direction and the evolutionary change that we expect to make over the next five years.



Will Hancock
Chief Executive

South Central Ambulance Service is a highly successful Foundation Trust that has built upon its core capabilities to deliver integrated urgent care services led by our clinical expertise and designed to deliver the right care, first time, every time.

We are proud to provide a broad range of emergency and non-emergency services locally, regionally and nationally with a core footprint that serves a population of seven million.

As an innovative ambulance service we have adapted over the last five years whilst developing and delivering a range of services to support integrated urgent care.

In this respect we consider ourselves to be a **"Care Navigator"** easing access to care for patients and enabling a seamless link between providers.

We are an NHS provider that prides itself on workforce and organisational development and recognise our staff as our core asset. Our history of innovation has recognised the need to adapt through partnership working, as was set out in our 2017 strategy

Our ability to adapt is being challenged by planned change driven by the NHS Long Term Plan and unexpected change resulting from Covid-19. This has left the Trust setting plans for recovery. We believe our strategy will not only achieve that, but deliver new targets in patient care and performance.

Our strategic framework is built around:

Our Mission

**We deliver the right care, first time,
every time**

Our Vision

**To be an outstanding team, delivering
world leading outcomes through
innovation and partnership**

Our Values

**Caring, Professionalism, Innovation
& Teamwork**

During 2021 we reviewed our strategic priorities with the engagement of a broad range of stakeholders. Further consideration then identified six strategic threads that significantly influence our organisation and hence our ability to deliver our vision.

These strategic themes have helped us to create a suite of strategic enabling plans that clearly outline our aspirations and focus the evolution of the organisation to deliver our vision.

We see our strategy as being a critical ambition, not just for ourselves, but for each of the systems we work with.

Our primary motivating focus is to operate as a clinically-led provider committed to integrating safe, high-quality care within the systems we operate whilst also being a true collaborative partner to the other stakeholders within each of those systems. We will also foster an environment of inclusion within the Trust that delivers a speak-up / listen-up culture that is owned at all levels.

In order to achieve this ambition, we will seek to engage our teams, services and the systems we work with to truly embed our strategy thereby redefining the services we offer and the ways we work.



As a member of staff:



I enjoy working for SCAS because I have a clear understanding of the direction of the organisation. It has met many challenges over the last 5 years but is a great organisation to work for that not only listens to and values its staff but acts on what they say.

As a patient:



I know I can rely on the ambulance service. I have had to call on them a few times both personally and on behalf of others and have never found the service provided anything but exemplary. You get a real sense of expertise that you know places your safety and care as the most important thing. They are good people - tireless, caring and so considerate not only of the patient, but also of their relatives and friends.

I know, when I speak to representatives of SCAS, that I am talking to individuals who are committed to the development and integration of healthcare within our system. The organisation takes partnership working very seriously and can be relied upon as a key driver and influencer for positive change.

What can I expect from SCAS in 2027?

As a system stakeholder:



I expect to hear SCAS mentioned whenever there is an idea or initiative being discussed regarding the ambulance service. They seem to be involved in everything and since their stand out support for the national Covid services, they have just gone from strength to strength. They also represent their staff voice very effectively in national forums.

As a national stakeholder:



As a volunteer:



When I volunteer for SCAS I always feel part of the whole team. I have everything I need to support them whenever I can and I feel that they truly appreciate everything I do. I feel I can make a real difference.

Our Future

From vision to reality



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ABOUT US

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OUR 2017
STRATEGY

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OUR VALUES
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DELIVERING
OUR
STRATEGY

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This document explains how we have developed our new strategy and how we will achieve our vision by:

- Establishing the background and context for our new mission and vision statements
- Explaining who we are and what we do
- Identifying the successful journey we have been on via our previous strategy
- Outlining our new mission and vision which are underpinned by our values and behaviours
- Illustrating the development of our strategic themes and construction of the enabling plans that will deliver our vision, specifying how we want to transform ourselves to enable us to steer through a changeable and unpredictable future

01

ABOUT US

SCAS offers a broad range of services to patients

Our core services are:

999



Our blue light emergency response service focussed on the achievement of the Ambulance Response Programme standards

111



Our phone or online portal giving access to the right advice, referral or booking into the relevant services including nurses, GPs, pharmacists, paramedics & dentists

PTS



Our non-emergency Patient Transport Service for those patients who need our support to access the care they need and return home safely

We also provide and operate

- ➔ **National Services** – SCAS is relied upon to stand up services on a national basis at short notice at times of national emergency; such as during the Covid-19 pandemic
- ➔ **Integrated Urgent Care (IUC)** – An extension of the 111 service that enables the patient to see or speak to clinically trained healthcare professionals including GPs, midwives, paramedics, dentists and pharmacists where this is clinically appropriate
- ➔ **Logistics** – in some areas SCAS utilises its logistics capability to transport a broad range of medical equipment and supplies

In addition we are also developing an international consultancy service focused on supporting the development of, and access to, healthcare in other countries

Who We Are

1200
COMMUNITY
RESPONDERS


4058
STAFF

843,235
PATIENT
TRANSPORT
SERVICE
JOURNEYS

999 Responded Demand 2021
(Jan-Dec inc.)



541,755
999 INCIDENTS



7 MILLION
POPULATION

1.3 MILLION
CALLS TO NHS 111



47,626
CATEGORY 1

301,490
CATEGORY 2

1,323
VEHICLES



103
SITES

180,702
CATEGORY 3

11,941
CATEGORY 4

SCAS as a care navigator

A core theme of our strategic development has been to fill in the gaps and provide, or link, services as the healthcare system develops.

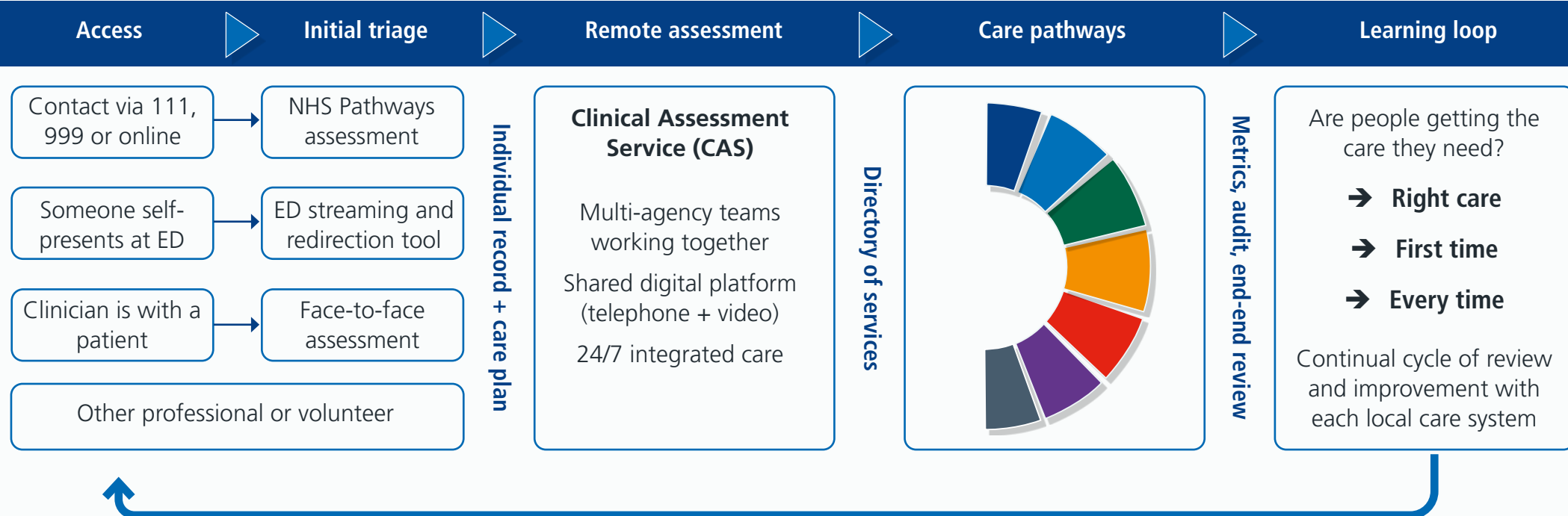
We now play a pivotal role in integrating care, as we interface with each and every part of our local care systems and we do this by:

- ➔ Simplifying access to care
- ➔ Assessing more people remotely
- ➔ Enhancing mobile diagnostics and care
- ➔ Integrating care pathways
- ➔ Sharing learning across systems



How we integrate care across urgent and emergency care systems

Our Care Navigator ethos is part of a greater **“learning through experience”** agenda in local healthcare, the primary focus being improving the services provided to patients on an incremental basis led by our clinical teams.



The development of the IUC CAS is a prime example of this where SCAS worked with commissioners and other stakeholders to co-design a service across Hampshire and Surrey Heath. Launched in 2021, this service now provides access to care for a growing number of patients. This service is co-ordinated by SCAS and is provided to patients in partnership with a range of other providers.

02

Our 2017-22 Strategy

In 2017 we launched a new strategy that was to prove very successful. SCAS set its sights on firmly achieving better care for patients and creating a better place to work

Our 2017–22 Strategy has been extremely successful by delivering:



Our mission: We are with you when you need us, providing help and professional mobile healthcare to you and your community.

Our vision: Towards Excellence – saving lives and enabling you to get the care you need.



- ➔ Our strategy was easy to articulate and was therefore accessible to a broad range of stakeholders.
- ➔ The strategy aspired to deliver the SCAS we see today; an organisation that offers optimal care to its patients by taking advantage of integrating systems.
- ➔ A variation of our strategy was launched by Association of Ambulance Chief Executives (AACE) as the overall strategy for the Ambulance Service in 2021.
- ➔ The goals that we defined effectively formed our brand identity outlining those things that we aspired to deliver with each engagement that we had.
- ➔ The path towards Care Navigator status was set out within this strategy and was launched alongside our values and behaviours
- ➔ Under four strategic goals the strategy set out to deliver a range of aspirations

Our 2017–22 Strategy Delivered

Key Theme	Aspiration	Achievement
<p>SCAS as a partner in local care systems</p> 	<ul style="list-style-type: none"> → Work with partners to design care in response to individual needs and local circumstances → Develop our digital capabilities and use our information proactively within local systems → Review how we engage with local systems, and the emergent Accountable Care Systems, whilst also realising the benefits of standardised processes and economies of scale → Secure our competitive position, so that we can retain or win contracts and sustain our pivotal role in each of local care systems 	<ul style="list-style-type: none"> → Developed our partnerships and entered into Integrated Urgent Care collaborations to deliver the right care for the patient population → Expanded our digital capabilities as part of our Global Digital Exemplar Programme → Embedded Director of Partnerships roles to support the development of systems → Retained key contracts through competitive tender to serve our population
<p>Care Coordination and integrated urgent care</p> 	<ul style="list-style-type: none"> → Continually refine the call process, so that we can identify life-threatening calls faster and assess the needs and circumstances of other callers in a timely fashion → Broaden the range of experts available to assess and advise patients – this includes GPs, Pharmacists, mental health, dentists and other specialists on the telephone or via LiveLinks → Move the NHS111 service onto the Adastra system, in order to improve our IT links with other services and pathways → Establish appointment booking for a wider range of services, so that patients do not have to make further phone calls after 111 → Set up online access to NHS111 services → Work with partners to identify service gaps and to develop care pathways to ensure 'right care, first time' for each caller 	<ul style="list-style-type: none"> → Continuously focussed on the delivery of statutory targets and patient care → Increased the clinical provision and specialist desks within our contact centres → Moved to the Adastra system → Became the first Trust to roll out 111 First ED bookings across the region → Worked with NHS Digital to seamlessly integrate our services → Became lead provider for Thames Valley and Hampshire & Surrey Heath IUC contracts

Key Theme

Aspiration

Achievement

Mobile healthcare & emergency responses



- ➔ Adjust our emergency call handling, response processes and deployment model in light of the national standards published in July 2017
- ➔ Develop urgent care services, including expansion of the paramedic and specialist workforce, to support staff rotation into primary, community and urgent care settings and facilities
- ➔ Open a new centre for recruitment and education, including simulation facilities
- ➔ Introduce electronic communications for volunteers and co-responders
- ➔ Use LiveLinks to provide remote clinical support to volunteers and co-responders
- ➔ Develop our digital capability and connectivity to enable our clinicians who work 'on the road' to be as well connected and informed as those working 'on the telephone'

- ➔ Delivered against national standards
- ➔ Developed a specialist paramedic workforce, working with system partners to support staff rotation
- ➔ To support our growing workforce the Trust has opened three purposed-built education and training centres, which benefit from simulation and immersive classrooms
- ➔ Agree initial plans for the implementation of the GoodSam app for volunteers and co-responders
- ➔ Introduced LiveLinks across both 999 and 111 to enhance care for patients
- ➔ Equipped all ambulances to become their own wifi hubs

Expanded patient transport & logistics



- ➔ Develop our IT and informatics in order to drive further improvement in our services
- ➔ Improve the management of our fleet for both PTS and Logistics services
- ➔ Ensure that our services and management structures are ready for a potential further expansion, with opportunities likely to arise in neighbouring counties
- ➔ Develop further links between emergency, urgent and planned services within SCAS, in order to offer a more integrated and coherent model for our partners in local care systems

- ➔ Moved to web-based booking system and a new telephony platform
- ➔ Introduced commercial fleet management team and planned investment in Green Fleet once viable
- ➔ Took on contracts in Surrey and Sussex and introduced new roles
- ➔ Introduced the ECA Apprenticeship into PTS and supported through the HCP tier

03

Our values, mission & vision

As we approached 2022 and the end of our strategic plan period, we recognised the need to review and revise our strategic approach.

We engaged our stakeholders to identify how we could evolve our strategy.

THE NEED FOR CHANGE

Greater clarity

How can a member of staff influence the achievement of the vision? Can we be clear on the role everyone plays?



Roadmap

We need clear strategic targets and to define our deliverables. We have to understand the gaps and identify what we will do, by when.



Flexible

Given the uncertainty in the health economy around us, our new vision must be adaptable.



Current

Our strategy must align with current thinking, the direction of the local systems and broader NHS



Ambitious/Aspirational

We must be ambitious, to identify where we want to go and what we want to be. We must continue to be innovative.



Ease of communication

Our strategy must be easy to communicate. The constituent parts must tell a story and lead us to a conclusion; they cannot be jigsaw pieces that do not fit. Our stakeholders need to get it.



The need for a plan

We also took stock to consider the strategic process and made adjustments for these **“real world”** factors that delayed its conclusion or influenced engagement. One such factor was Covid-19 which had significant implications for both the process and how the strategy was revised. Another factor for consideration was the development of the health economy, the local ICSs and the further implementation of the NHS Long Term Plan.



We committed to develop a strategy that:

- 01** Can be well communicated
- 02** Engaged as many stakeholders as was feasibly possible
- 03** Challenges our core purpose
- 04** Considers internal and external risk factors
- 05** Links our vision to operational plans and budgets, giving assurance we have functional and directorate plans
- 06** Delivers a multi-year change plan
- 07** Identifies KPIs, milestones and responsible officers and will be supported by a delivery mechanism that is transparent to all
- 08** Is an evolving plan that is sensitive to ongoing change that will be reviewed and updated regularly

Our values & behaviours

We reviewed our values and behaviours and concluded that they still reflected who and what we wanted to be.

Our strategic direction and the way that we deliver it will be underpinned by our core values. Each of our values is fundamental to the way we conduct ourselves and deliver our services today and into the future.



Caring:

Compassion for our patients, ourselves and our partners



Innovation:

Continuously striving to create improved outcomes for all



Professionalism:

Setting high standards and delivering what we promise



Teamwork:

Delivering high performance through an inclusive and collaborative approach

Caring



By understanding and connecting with the needs of ourselves and those around us, we can take action to deliver the best possible care.

- ➔ Holding patient need at the centre of our decision making
- ➔ Practising self-care and compassion for ourselves and each other
- ➔ Displaying understanding and respect for others from every walk of life
- ➔ Having brave conversations
- ➔ Focussing on learning and continuous improvement

Professionalism



By demonstrating strong integrity, respect and high standards of practice, we earn the confidence and trust of the public, our partners and each other.

- ➔ Being an ambassador for SCAS
- ➔ Speaking well of the organisation and clearly communicating our purpose
- ➔ Doing the right thing and showing respect for others
- ➔ Holding ourselves and each other to account
- ➔ Maintaining high standards of governance at all times

Innovation



By understanding and connecting with the needs of ourselves and those around us, we can take action to deliver the best possible care.

- ➔ Seeking and supporting different ways of working
- ➔ Building trust and respect so others feel safe to share and listen to ideas
- ➔ Actively inviting and including diverse views
- ➔ Taking time to evaluate and embed changes

Teamwork



By combining our strengths and working together, we develop outcomes that are more effective, inclusive and sustainable than when we work in isolation.

- ➔ Working collaboratively to maximise team skills and knowledge
- ➔ Building strong connections with others
- ➔ Ensuring every team member is able to participate and contribute
- ➔ Seeking and valuing diverse views from all members of the team

Following our stakeholder engagement we developed;

Our mission

**We deliver the
right care,
first time,
every time**

Following a process of engagement exercises and stakeholder sessions and in consideration of our previous strategy we are proud to launch our new mission and vision statements.

Our mission defines what we do in a very clear and concise manner. It will become the core principle that drives everyone in the organisation.

Our mission focuses on our determination to be clinically-led with patient care being at the heart of what we do and why we do it.

This statement is accessible to all staff and provides clarity about their responsibilities.

Our vision

**To be an outstanding
team, delivering world
leading outcomes through
innovation and partnership**

Our vision statement defines very clearly where we want to go and evolves our strategy by drawing on our existing strategic themes, weaving them into our view of the future.

Teamworking, innovation and partnership are all core to the SCAS value system and a fundamental part of how we see ourselves growing in the future.

“World leading” outcomes allow the Trust to identify targets to aspire towards; targets that can evolve and change over time but will always be driving the Trust towards greater achievement.

04

Our Strategic Themes

Having created our mission and vision statements we needed to identify those influential factors or strategic themes that would define our plan. This was achieved by understanding the environment within which we operate and our own strengths and opportunities.



NHSE/ Priorities

In September 2019, NHS England and NHS Improvement set out their recommendations to Government for an NHS Bill, the aim of which was to remove barriers and promote collaboration between NHS organisations and their partners and accelerate the implementation of the NHS Long Term Plan.

SCAS shares a number of priorities with the recommendations made by NHSE in November 2020 and February 2021;

1. Support the health and wellbeing of staff and take action on recruitment and retention
2. Deliver the NHS COVID vaccination programme and continue to meet the needs of patients with Covid-19
3. Build on what we have learnt during the pandemic to transform the delivery of services, accelerate the restoration of elective and cancer care and manage the increasing demand on mental health services
4. Expand primary care capacity to improve access, local health outcomes and address health inequalities
5. Transform community and urgent and emergency care to prevent inappropriate attendance at emergency departments (ED), improve timely admission to hospital for ED patients and reduce length of stay
6. Work collaboratively across systems to deliver on these priorities

Covid learning

The NHS has shown its ability to adapt, develop new services at scale and pace and has made real strides in embedding digital approaches to patient care.

As we move to the next phase of Covid and recovery, we will need to build on these improvements alongside the development of system working and collaboration. Effective partnership working across systems will be at the heart of this and the financial framework arrangements going forward will require a system-based approach to funding and planning.



As we seek to recover:

We cannot and must not go back to the pre-covid state

We need to mitigate the **'snap-back'** phenomenon – when desire/drive to **'get back to normal'** is even stronger than previous resistance to change – and therefore changes achieved in a crisis/war environment are undone with the risk of reverting back even further.

We must seriously consider how we evolve our current response to meet the ambitions of the LTP; e.g. do we boost digital, build in more personalised self-care or create a more social rather than a medically driven model?

We must explore sharing, decommissioning or repurposing our estate due to changes in demand. There will be an opportunity to accelerate changes towards single commissioning and an opportunity for the ICS to leverage assets differently.

There will be enthusiasm to explore new models of care; e.g. lead provider models or centralised services

We will need to drive for more 111/999 and primary care integration and commissioning.

Starting from a different place

Since the initiation of our strategic review, several factors have taken greater prominence in our thinking and will therefore be high priority considerations as we develop our future plans. Our expectation is that the influence of these factors on the Trust will continue in both the short and longer term.

Equality, Diversity & Inclusion:

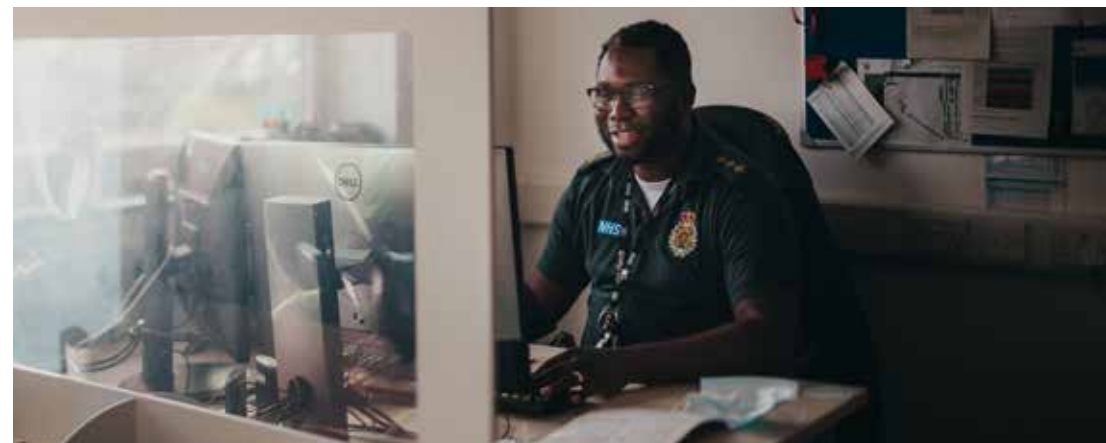
Organisational development and cultural change will be increasingly influenced by the need to create a culture of inclusion, where speaking up and listening are encouraged and owned in an organisation that promotes diversity and truly represents the communities that it serves.

Patient Safety:

During 2021 an unannounced CQC inspection led to a renewed focus on safeguarding issues within the Trust and recognition of the need to both invest in those teams responsible for ensuring the safety of our services whilst also planning consistent and continued quality care through the delivery of a Quality Improvement Strategy.

The role of the leader:

Cultural change throughout the Trust is required to ensure recognition, ownership and delivery by the SCAS Leadership Team of each of these factors and the plans required to ensure that the values and behaviours of



the Trust are upheld and adhered to. Our leaders will play a critical role in the delivery of our Strategic Vision.

Performance:

Like many Trusts throughout the health economy the impact of Covid-19 on SCAS workforce and the demands we face has challenged our ability to maintain a consistently, high performance, service. The Trust is already activating mitigation plans and strategies but these and other initiatives, may not render immediate recovery.

Finance:

The changing nature of commissioning and procurement within the NHS, coupled with the need to secure increasing productivity and cost saving targets means that the Trust financial model will need continued development and scrutiny to ensure the Trust maintains financial stability, whilst delivering performance and quality targets.

Our SWOT

As we considered our future direction we also evaluated our Strengths, Weaknesses, Opportunities and Threats (SWOT).

Our SWOT helps us to better understand the context within which we operate. We identified a number of factors that would help us to develop our strengths and opportunities and mitigate our risks.

STRENGTHS

- We are a **clinically-led** Trust with strong **performance**
- Our **financial management** is robust and delivers sustainability
- **Clinical & digital innovation** is core to the ongoing development of our organisation
- We have developed our ability for **partnership working** and co-design
- We have a strong **brand & reputation** driven by our performance culture
- Our **workforce** is our core attribute, fully committed to our organisation

WEAKNESSES

- Our **capacity & capability** will be compromised if we do not develop our staff
- Slow change within the NHS can create a **lack of agility** and resistance to development can compromise our **"speed to market"**
- **Attrition** limits our ability to develop a sustainable workforce
- **Funding gaps** could limit our ability to be innovative
- Our **estates** is, in places, tired and not fit for purpose
- Our **IT infrastructure** needs investment

OPPORTUNITIES

- **New working alliances** will develop as systems integrate
- **Service development opportunities** will arise as we evolve our core services
- **System Influence & partnership working** will enable our inclusion in system wide development
- New **operating model designs** and synergies will be a natural result of service development
- **Operational flex** will enable adaptation and redevelopment
- Our **business intelligence** as a system-wide provider is a key asset

THREATS

- **Competition** Impact may stifle investment in services
- **Financial stability & partner** providers may not be reliable as the health economy changes impacting our ability to deliver
- The relationship between changing **capacity & demand** could impact our performance
- Our **workforce capacity** and **sustainability** will be limited if their resilience suffers post Covid
- The competition for our **workforce** and resource **availability**
- Political and Regulatory change may challenge our operating model

Our strategic themes

Our **SWOT, PESTLE** and other considerations focused our attention on the need to develop a set of strategic themes.

These themes set out the core areas that our future development will need to address to deliver our vision. These themes will influence the way we deliver our plan and our future state.

Capacity Business Working
Financial Gaps Estates
Funding
Capability Regulatory Flex
Operational Availability Digital Partnership
Political Management Performance Innovation
Operations Intelligence
Speed Reputation
Sustainability Designs
Quality Workforce Patient
Experience Providers
Impact Infrastructure New Stability
Alliances Development Agility Model
Clinically-Led System

-  Clinically-Led
-  Service Quality & Patient Experience
-  People & Organisational Development
-  Partnerships & Stakeholder Engagement
-  Technology Transformation
-  Finance & Sustainability

05

Our enabling plans

How will we articulate, plan and implement our vision?

Our strategic themes influence a number of factors and cut across a variety of functions. Technology transformation for example will influence the way our staff engage with us in addition to the way we provide our services.

We will develop strategic plans to achieve our vision and these will be influenced by our themes – each plan will be aligned with a particular theme but may be influenced by more than one. We are developing ten strategic enabling plans.



By the end of 2022/23 each of the enabling plans will have been defined and approved by our Trust Board.

Each plan has a core purpose - underneath which all other activities can be planned and mapped with responsibilities for delivery and metrics/milestones for measurement defined.



Our enabling plans

Clinical / Research

Our Aspiration

To achieve the best survival and experience outcomes for patients in need of urgent and emergency care in England whilst investing in our research capability and quality to deliver sophisticated cutting edge care.

How will we know when we get there?

- ➔ Agree five year, upper quartile improvements against Ambulance Quality Indicators
- ➔ Double research and clinical audit capacity in five years to achieve target National Institute Health and Care Research income (£)
- ➔ Achieve University Trust status

Quality Improvement

Our Aspiration

We will embed quality in everything that we do, driving a culture of continuous improvement in our services and a passion for world leading patient outcomes.

How will we know when we get there?

- ➔ Expanded quality capability within the organisation through training
- ➔ Delivery of indicators as set out in the Quality Strategy
- ➔ Improved National Staff Survey (NSS) results relating to employee voice and contribution to service improvement

Core Service Delivery Operations

Our Aspiration

We will consistently deliver excellent integrated urgent and emergency care to our patients, in which ever way they access us, to lead SCAS to be the best performing ambulance service, both 999 and PTS, and 111/IUC provider.

How will we know when we get there?

→ CQC Outstanding status

→ Delivering call answer 999 and 111 performance targets

→ Delivery of PTS targets

→ Delivery of IUC targets

Our People

Our Aspiration

We will be committed to nurturing and developing our people and culture through compassionate and inspirational leadership, enabling everyone to thrive and be the best they can be.

How will we know when we get there?

Top quartile improvement in NSS – either sector level or overall NHS improved rates of :

→ Attrition rates, in particular in relation to work-life balance

→ Improved attendance

→ Reduced grievance

→ Reduce disciplinary & capability cases



Finance

Our Aspiration

We will deliver sustainable financial performance, to achieve an underlying break-even, and will maintain a strong cash position. We will balance the delivery of the vision with a manageable level of financial risk and continue to play our part to balance the wider system finances.

How will we know when we get there?

- Underlying surplus before non-recurrent items

Commercial / Procured Services

Our Aspiration

We will work in partnership to develop a compelling portfolio of innovative service propositions to support developing healthcare systems whilst optimising our own reputation, capability and learning opportunities.

How will we know when we get there?

- Financial margin
- Quality indicator
- Organisational learning

Sustainability & Estates

Our Aspiration

We will develop our expertise, moving from reactive to proactive estate management, to create a safer, inspirational and cleaner environment while reducing our carbon footprint to 50% of 2019 levels by 2030

How will we know when we get there?

- Delivery of CO2 reduction targets
- Successful estates report
- Improved NSS estate/environment response

Volunteers

Our Aspiration

We will grow and integrate volunteering into the wider workforce, increasing the impact and diversity of roles and responsibilities, to create a culture that values all our volunteers and delivers a rewarding and motivational experience.

How will we know when we get there?

- Improved volunteer satisfaction
- Improved value contribution of volunteers

06

Delivering our strategy



Our strategic framework

We have developed our 2022-27 Strategy to deliver an aspirational and ambitious vision for the next five years. Our vision and the plans we draw up to deliver it will shape our future and evolve our organisation as it responds to the uncertain challenges ahead.

We are confident that by working in partnership with our stakeholders, co-designing and developing existing and innovative services, we can turn our vision into our reality.

We must however be courageous to deliver the substantial change that will be required, adapting to changing patient and health economy needs, and be innovative in the new ways that we will provide our services.

As the scale of the challenge will be significant, we will need to embed a transformation programme and governance structure to support delivery. As part of this we will evaluate our priorities each year through our annual planning cycle, which will drive the practical initiatives to deliver our strategic objectives and priorities.

This will be coupled with the delivery of the enabling strategic plans which will be owned, monitored and delivered as part of our Strategic Framework.

Our 2022-27 Strategy

Our Mission

Why we are here

We deliver the right care, first time, every time.

Our Vision

Where we want to go

To be an outstanding team, delivering world leading outcomes through innovation and partnership

Our Values

How we are



Caring



Professional



Innovative



Teamwork

Our Strategic Themes

The core strategic challenge

Clinically-Led

Service Quality & Patient Experience

People & Organisational Development

Partnerships & Stakeholder Engagement

Technology Transformation

Finance & Sustainability

Our Enabling Plans

How we will deliver our vision

Clinical / Research

Commercial / Procured Services

Core Service Delivery Operations

Quality Improvement

Our People

Volunteers

Communications & Stakeholder Engagement

Digital & Management Information

Finance

Sustainability (Inc. Estates)

All KPI / Milestone

Right care
First time
Every time

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