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**Southport & Ormskirk Hospital NHS Trust**

# **Corporate Strategy**

**2005 to 2008**

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## Introduction

The Trust Board believes it is both timely and necessary to rewrite the corporate strategy. The previous strategy comes to an end with the movement of acute services from the Ormskirk site to Southport in July 2005 and although the clinical changes will take time to embed, the previous strategy was predicated on the need to relocate clinical services, not to necessarily maximise the patient benefits of such change. The Trust has successfully delivered its previous strategy and must now reposition itself in the light of its new configuration, new facilities and the rapidly changing health environment.

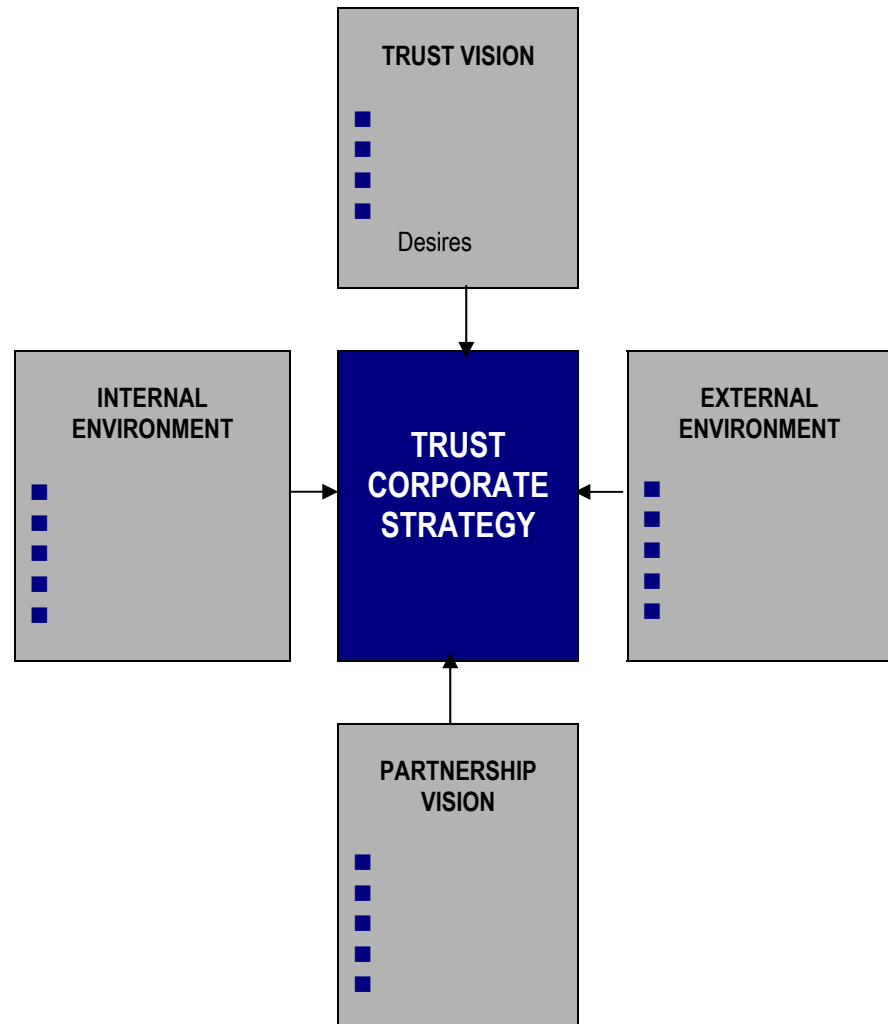
The Board does not believe that there is value in trying to write the strategy for a period of time exceeding three years because the pace and unpredictable nature of change is such that even three years is difficult to envision. This document is a summary of the process we have adopted and the outcome in terms of our strategic objectives.

## **The Golden Thread**

The Strategic Intent of the organisation is represented in the cascading of the strategy through the Trust. This is most evident in what is sometimes referred to as the “Golden Thread”, the Strategy being translated into the objectives of the year’s Business Plan and the Chief Executive’s Personal Development Review and then cascaded down through the organisation in personal objectives and specific plans. Thus the corporate strategy should be evident in the publications, plans and actions of the Trust over the next three years.

## Strategy Formulation

The Trust Board have adopted the following model to arrive at the Corporate Strategy.



The Trust's vision is contained within this document in relation to the patient, our partners and the hospital itself. The internal and external environments are also briefly described and finally the draft strategy has been shared with a number of our partners to test its validity from their perspective.

## Trust Board Vision

The Non Executive and Executive Directors have, as part of the generation of a three year strategy, decided to publish a VISION of what the Trust may be in three years time. This vision provides a broad outline of our hope of what the Trust will be like as it relates to patients and partners in 2008 and in terms of how the Trust will look and perform. It is hoped that this VISION will inform both the strategic objectives set for the next three years and the corporate objectives as described in the business plan and the Executive Personal Development Reviews.

### ■ Patients

The relationship between the Trust and the patients it serves will be characterised by:

- Patients from West Lancashire, Southport & Formby and from neighbouring areas in Knowsley, North Liverpool and Sefton will regard the Trust as their primary acute provider of choice for a range of outpatient, day case and inpatient clinical services.
- The Trust will have a strong reputation for high quality, efficient but personal treatment and care and be patient-focused.
- No patient will wait for longer than 18 weeks from referral to treatment and many will wait far less.
- Hospital and health information will be readily available to patients to facilitate their choice of health professional, treatment and time of appointment.

- The Trust will be accessible, easy to park at, cleaner and more responsive to patient needs than neighbouring Trusts.
- Patients and public will be involved in the Trust, either through the governance arrangements for foundation status or through a system of regular feedback run by the Patient and Public Involvement Forum.

### ■ **Partners**

The relationship between the Trust and its partner organisations, which will include Commissioners, Strategic Health Authorities, Department of Health, neighbouring Trusts and the private sector, will be characterised by:

- Strong, positive alliances to the benefit of the patient.
- Respectful understanding of the mutual benefits of the relationship.
- The Trust will only perform work for which it is remunerated.
- The Trust will continue to build upon its strengths in its partnership relations.

### ■ **Hospital**

The Hospital itself will perform the following functions and be recognised for the following attributes:

- The Hospital will function as one coherent unit based on two sites.

- The Hospital will have clear and high levels of staff involvement and participation in its governance.
- The Hospital will contain a range of viable clinical services.
- It will be cost efficient and will operate a balanced budget.
- It will be characterised by Best Performance as measured by the Healthcare Standards, to include the highest accolades in Risk Management.
- The Best Practice, Best Care principles will be evident in our clinical efficiency and effectiveness.
- The facilities and cleanliness will be an exemplar to others.

## Internal Environment

Essentially the Trust Board wants the organisation to build on its perceived strengths and to work towards the elimination of its assumed weaknesses.

In summary these are believed to be:-

### ■ Strengths

- Organisational Morale
- A skilled, committed, low turnover, low sickness workforce
- Open and honest communication
- Cleanliness and Control of Infection
- Physical Environment
- Size and Friendliness
- Ability to Manage Change
- High Quality Treatment and Care
- Performance Orientation
- Low Cost Base
- Elimination of Risk

### ■ Weaknesses

- Financial position
- Size
- Split SHA's
- Public ownership
- Staffing levels
- 3 sites
- Inability to gain funding for the work done
- Balance between target driven versus patient focus

## External Environment

The Board have examined the predictable Opportunities and Threats that currently face the Trust and these may be summarised thus:-

### ■ Opportunities

- Spare Capacity on the Ormskirk Site
- Health Village at SGI
- Availability of Land for Expansion
- Clinical Alliances
- “Best Care Practice” Project
- Payment by Results
- Attraction of Patients from Outside Local Catchment
- Elective Centre

### ■ Threats

- Size
- Centralisation of Clinical Services eg Cancer
- European Working Time Directive Compliance
- Independent Sector Treatment Centres
- Underlying Debt
- Loss of Key Staff
- Public Perception of Change
- Demand

## Strategic Objectives

Taking into account the Trust Vision, the Internal and External scrutiny and the partnership vision, the Board believe that the Corporate Strategic objective are as set out below with an indication of the sort of specific defined action points that need to be addressed over the next three years.

### Strategic Objective 1

**Ensure a Measurable Improvement in the Patient's Experience, to include:-**

- Raise nurse staffing levels
- Development of the Clinical Governance Model
- Development and accessibility of patient information about the Trust
- Expansion of the Choice Agenda
- Targeted marketing campaign to attract patients
- Expansion of patient protocols
- Development of targets in excess of minimum government standards in risk, safety, infection and cleanliness
- Development of patient feedback and involvement systems
- Provide accessible and responsive care
- Utilise the opportunity of the Health Village

### Strategic Objective 2

**Achieve Financial Balance by the beginning of 2008-2009, to include:-**

- Adopt and implement a local economy wide, radical recovery plan
- Adopt a Trust contracting strategy
- Develop the clinical efficiency work
- Dispose of SGI and surplus land
- Reduce the cost base

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| <p><b>Strategic Objective<br/>3</b></p> | <ul style="list-style-type: none"> <li>■ Identify CRES for each of the next three years</li> <li>■ Develop clinical alliances within and without the NHS</li> </ul> <p><b>Aim to Achieve the Highest Possible Performance for the Next 3 Years against the Healthcare Commission Standards</b></p>   |
| <p><b>Strategic Objective<br/>4</b></p> | <p><b>Ensure that by 2008 no Patient Waits More than 18 weeks from GP Referral to Treatment, to include:-</b></p> <ul style="list-style-type: none"> <li>■ Make effective the Consultant Job Planning and objective setting on an annual basis.</li> <li>■ Implement choice for patients</li> <li>■ Implement Choose and Book</li> <li>■ Agree workload management with PCTs as a result of the application of the Trust contracting strategy</li> <li>■ Produce the clinical efficiencies described in 5 below</li> </ul> |
| <p><b>Strategic Objective<br/>5</b></p> | <p><b>Ensure the Trust Achieves Optimal Clinical Efficiency and Effectiveness, to include:-</b></p> <ul style="list-style-type: none"> <li>■ Implement the 10 high impact changes</li> <li>■ Implement the “Best Care Practice” project</li> <li>■ Redesign Outpatients</li> <li>■ Redesign Elective Work at Ormskirk</li> <li>■ Redesign Theatre Utilisation</li> <li>■ Embed the clinical reconfiguration</li> </ul>   |

**Strategic Objective  
6****Expand and Develop Partnership Working with all External Stakeholders, to include:-**

- Develop and agree the Charter of Partnership.
- Develop the ISTC concept at Ormskirk
- Develop clinical alliances with Aintree
- Utilise PPIF as a Means of Patient Feedback
- Work with the newly Reconfigured PCTs
- Ensure Social Services Assists in Delivering our Targets
- Build Relationship with Overview and Scrutiny Committees
- Develop Agreed Strategic and Financial Pathways with SHA's.

**Strategic Objective  
7****Implement a Workforce Strategy to Deliver the Changes Proposed in the Strategy, to include:-**

- Meeting the targets above and supporting the clinical reconfiguration
- Meet Agenda for Change targets
- Meet EWTD requirements
- Revitalise job planning
- Develop and expand roles for existing practitioners
- Implement increased nurse and PAMs staffing

**Strategic Objective  
8****Develop the Corporate and Social Responsibility Agenda for the Trust, to include:-**

- Expanding Trust's role in public health

- Implementing the Chrysalis project for Socially Excluded Individuals
- Continuing to develop the Trust's Sustainability Policy
- Implementing the Contracting Strategy
- Achieving Foundation Status
- Embed the capital changes

**Conclusion**

The Board believes that the strategy contained here is a robust, open and honest response to the Trust's current position and the desire of Board members to deliver the best possible services to patients and the opportunity for staff to utilise their skills and grow with the organisation over the next three years given the known constraints. We do not underestimate either the work inherent in achieving our vision or the likelihood of change in the external environment but we believe that by articulating and supporting our vision in measurable concrete plans we will be able to deliver hospital clinical and non-clinical services that continue to justify our pride in them.