Dorset County Hospital 2020 Strategy

Outstanding care for people in ways which matter to them

INTEGRITY   RESPECT   TEAMWORK   EXCELLENCE
It is increasingly clear at a national and local level that our health and care system needs to change. This offers us the perfect opportunity to review and refine our Strategy for Dorset County Hospital NHS Foundation Trust.

The challenges are great – the NHS has to save £22billion by 2021. The total funding gap in Dorset over the same period is £240million.

We are proud to be recognised as a provider of high quality acute and specialist services. We believe that providing access to excellent healthcare for everyone is vitally important and we are absolutely committed to achieving this for our communities in Dorset.

This document outlines how we are planning to respond to the challenges we face whilst continuing to deliver high quality services and achieve a financially sustainable future.

Local hospitals, local authorities, GPs, community providers and the Dorset Clinical Commissioning Group (Dorset CCG) are already working together to deliver the Sustainability and Transformation Plan (STP) for Dorset. We have developed our Strategy in line with this.
Our Mission and Vision

We are Dorset County Hospital NHS Foundation Trust. We are here to deliver outstanding care for people in ways which matter to them.

Our vision is that Dorset County Hospital, working with our health and social care partners, will be at the heart of improving the wellbeing of our communities.

Who we are and who we serve

Dorset County Hospital NHS Foundation Trust is the main provider of acute hospital care to the residents of West Dorset, North Dorset, Weymouth and Portland, a population of approximately 250,000 people. We employ around 2,700 staff and provide the full range of district general hospital services including an Emergency Department.

We also provide specialist services to the whole of Dorset and beyond, including renal services in Bournemouth, Poole and South Somerset. We serve an area with a higher than average elderly population and lower than average proportion of school age children. Dorset continues to experience an increasing total population.
Our values

In 2015 our People Strategy set out a plan to continue to make Dorset County Hospital (DCH) a great place to work. The first step of this strategy was to set out the values and behaviours that all DCH staff sign up to.

We will achieve our mission and deliver our vision through a culture and set of values focussed on excellence, integrity, respect and teamwork. These values are at the core of everything we do at DCH.

Challenges facing our NHS

The national picture

The NHS is currently facing rising and unsustainable costs to meet increasing demand, while trying to improve the quality and consistency of care and health outcomes.

Additionally, the rapid pace of change in technology has further deepened the general trend of increasing patient and public expectations of the quality, closeness and timeliness of service delivery.
The NHS Five Year Forward View

The NHS Five Year Forward View was published in 2014 and details how health and social care will be delivered in the next five years. This was the first time all the regulatory bodies came together to develop a shared approach to service delivery and this collective vision has become the basis of planning for the delivery of healthcare in England.

The Five Year Forward View warned that a combination of growing demand and limited funding could produce a mismatch between resources and patient needs of nearly £22billion a year by 2020/21. The Five Year Forward View set out an approach focussing on collaboration not competition, and described new models of care which would break down barriers between NHS organisations to improve services to patients.

Local challenges and opportunities

If we are to achieve our ambitions and support Dorset CCG in improving the health of the Dorset population, there are a number of challenges that we will need to address:

The health and wellbeing gap

We must work with Dorset CCG to target the high areas of disease and illness within the county and we must focus our attention on these high-cost, high-impact areas. Stroke, diabetes, respiratory and heart disease are all due to increase by 12-20% over the next 10 years, while the impact of lifestyle factors leading to obesity will lead to an increase in conditions such as osteoarthritis, hypertension, diabetes and all cancers.

Ageing population

Dorset’s ageing population will result in increased demand for our services.

Quality

Although externally Dorset County Hospital has a good reputation for delivering high quality services, much needs to be done internally to ensure that robust assurance processes are in place. We need to move towards a culture of continuous quality improvement.
Finances
The financial constraints that will be experienced by the NHS over the coming years will require Trusts to take a different view on how sustainability will be achieved. Partnership working supported in some areas by more commercial approaches are likely to become the foundations of how services are delivered going forward, underpinned by a relentless focus on efficiency and value for money.

Workforce
There are ongoing challenges in recruiting sufficient numbers of nurses and other healthcare workers. In addition the national shortage of junior doctors means that hospitals of our size are affected disproportionately. Alternative workforce models are therefore required to ensure our services continue to be safe and accessible.

Informatics and Technology
In line with the national ambition around digitisation we need to make significant progress towards becoming ‘paper light’. We have started the implementation of a Digital Patient Record and will continue over the next few years to ensure the quality of and access to services is improved through the use of technology and data.

Care closer to home
The NHS Five Year Forward View firmly sets a path for delivering services on an integrated basis. Secondary care can and should play an important part in the delivery of care closer to home and preventing unnecessary admissions to hospital. We must contribute to this challenging agenda to ensure that services across Dorset are high quality and truly patient centred.

Partnership and collaboration
We are recognised for our ability and willingness to work with partners to ensure the delivery of high quality services. We must build on these partnerships, particularly strengthening our relationship with GPs, if we are to create truly integrated services.

Pace of change
The challenges facing us mean that we need to focus on delivering the standards expected in the short-term whilst also delivering long-term transformation. These must be delivered in parallel. We must be flexible and respond and adapt quickly to emerging priorities.
Acute Provider Vanguard

We have come together with Bournemouth and Poole Hospitals for an Acute Care Collaborative Vanguard. ‘Developing One NHS in Dorset’ aims to deliver one acute network of services as set out in the STP. We will do this by empowering clinicians and patients to directly influence service design and provision, linking clinical teams across the county, building in innovation, resilience and best practice as they do so. Organisational boundaries will no longer be a barrier to change.

What’s happening locally

‘Our Dorset’ Sustainability and Transformation Plan (STP)

Every local health and care system in England has come together to create their own ambitious local plan for accelerating the implementation of the Five Year Forward View vision of better health and wellbeing, improved quality of care, and stronger NHS finance and efficiency.

Dorset County Hospital is part of the ‘Our Dorset’ STP. This sets out five interlinked themes:

• Prevention at scale
• Integrated community services
• One acute network of services
• Leading and working differently
• Digitally enabled Dorset

Dorset STP has been named as a ‘wave one’ STP, recognising the progress made across Dorset in working together to meet the challenges we face. We are working with partners across Dorset to develop an Accountable Care System, which will focus on delivering the best outcomes for our population.

Clinical Services Review

In order to deliver the transformation necessary to implement the Five Year Forward View in Dorset, Dorset CCG is leading a Clinical Services Review (CSR) to produce a single plan for all health services in Dorset. This plan will set out how services need to change to cope with increasing demand and limited budgets.
Our plans for the future

Where we want to be in five years

- We are using technology to the benefit of our patients
- We are the acute planned and emergency hospital in West Dorset
- We are managing care for the frail elderly and those with chronic illnesses in the community
- Our services are joined up with community and primary care
- We are a key partner in the delivery of the Dorset-wide Sustainability and Transformation Plan (STP)
- We are the location of the Mid-Dorset Integrated Community Services Hub

The key principles which underpin our strategy:

Our strategy is aligned with the NHS Five Year Forward View and Dorset STP, and we are already working closely with our partners in health and social care to integrate services in Dorset.

- We cannot solve these challenges on our own. We must work with our health and care partners.
- We cannot keep increasing capacity or productivity to meet demand. We must focus on providing value to the patient to achieve the right outcome for them.
- We cannot keep pushing patients through the same pathway. We must build services around them.
- We cannot continue to do the same things more efficiently. We must find new ways of doing things.
Our Strategic Objectives

1. Outstanding

Delivering outstanding services everyday

We will be one of the very best performing Trusts in the country delivering outstanding services for our patients.

In 2020:
- rated outstanding by the Care Quality Commission
- in the top quartile of key quality and clinical outcome indices
- exceeding performance against the key national and constitutional access standards
- recognised as an exemplar continuous improvement organisation
- re-admissions within 7 and 30 days reduced.

To achieve this objective we will:
- place the patient at the centre of all we do ensuring safe, effective and caring services
- develop a culture of continuous improvement, supporting clinical teams to improve their quality, safety and efficiency
- look within our organisation and ensure services are joined-up and integrated across specialties to the benefit of the patient
- implement a comprehensive and robust governance approach across the organisation.
2. Integrated

Joining up our services

We will drive forward more joined up patient pathways, particularly working more closely with and supporting GPs.

In 2020:
- reduced ED admissions per 100,000 population
- reduced occupied hospital bed days per 100,000 population
- have no delayed discharges
- have an integrated community health care hub based on the DCH site
- our patients tell us they have experienced a seamless service
- over 35% of our outpatient activity is delivered away from the DCH site.

To achieve this objective we will:
- work with our partners to establish an Accountable Care System to develop shared care pathways and a holistic care approach for our patients
- develop a healthcare hub on the DCH site working with our partners in community and primary care and in particular with our Mid-Dorset GP colleagues
- strengthen relationships with primary care, supporting the sustainability and education of the sector.

3. Collaborative

Working with our patients and partners

We will work with all of our partners across Dorset to co-design and deliver efficient and sustainable patient-centred, outcome-focused services.

In 2020:
- achieving a 96%+ score on our friends and family test
- delivering outstanding, consistent and quality services with our Acute Care partners
- delivering services which have been co-designed with patients and partners
- at the centre of an accountable care system, commissioned to achieve the best outcomes for our patients and communities
- an integral part of full system multi-disciplinary teams.

To achieve this objective we will:
- work with our Acute Care Collaborative Vanguard partners to deliver outstanding services which reflect the needs of our local populations
- strengthen links between health and social care and mental health providers to provide joined-up services
- establish a comprehensive transformation programme for our services focussed on co-design and outcomes.
4. Enabling

Empowering staff
We will engage with our staff to ensure our workforce is empowered and fit for the future.

In 2020:
- staff engagement score is in the top 20% nationally
- benefitting from the successful delivery of our People Strategy
- operating flexible and appropriate support services models
- using Dorset-wide integrated electronic shared care records on a converging infrastructure and network
- an exemplar site for developing and using clinical research and innovation which benefits our patients
- recognised in our communities as a socially responsible employer.

To achieve this objective we will:
- implement our People Strategy 2015 to develop our ability to deliver safe, effective and compassionate care
- review our enabling and support services to ensure they support the delivery of our aims and objectives and meet the needs of our patients and staff
- ensure relevant data is easily accessible, in multiple locations using technology, and enabling a culture of evidence based decision making
- speed up the adoption of relevant research and innovation and define our role within science, education and training, and research and development, working with the AHSN
- appreciate and further develop our social responsibility in the community.

5. Sustainable

Productive, effective and efficient
We will ensure we are productive, effective and efficient in all that we do to achieve long-term financial sustainability.

In 2020:
- financially sustainable; self-sufficient in cash terms with an operating surplus of 1% without funding support
- appropriately aligned to the model hospital principles established by the Carter review
- generating 25% more commercial income with an average gross profit of 20%
- using our estate efficiently and flexibly to deliver services.

To achieve this objective we will:
- embed a culture of value management and deliver efficiency projects across the organisation, using the Carter principles as a foundation
- develop our commercial capacity and capability building commercial partnerships to help achieve this
- drive value from our assets, in particular our estates and property, and enhance the patient experience.

The Carter Review
Lord Carter of Coles’ review of efficiency in hospitals was published in 2015 and shows how large savings can be made by the NHS. It sets out how non-specialist acute trusts can reduce unwarranted variation in productivity and efficiency across every area in hospitals to save the NHS £5 Billion each year by 2020 to 2021.

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- appreciate and further develop our social responsibility in the community.
The DCH Strategic Framework

Dorset County Hospital, working with our health and social care partners, will be at the heart of improving the wellbeing of our communities

Outstanding delivering outstanding services every day
Integrated joining up our services
Collaborative working with our patients and partners
Enabling empowering staff
Sustainable productive, effective and efficient

Outstanding care for people in ways which matter to them

Integrity Respect Teamwork Excellence

How you can deliver this

We will be involving staff throughout the organisation at all levels as we work through our strategy. Please ensure you make the most of any opportunities to get involved. We will keep you updated through the usual staff communication channels – Team Brief, CEO Brief, intranet, email, noticeboards, information stands, staff sessions and social media.

In the meantime, think about some of these questions and be ready to share your views and ideas:

- What do you think matters most to our patients?
- How will living the Trust values help you improve our patients’ experiences?
- How can you work more closely with colleagues across the Trust?
- How can you work more closely with our partners in the primary, community and acute settings?
- How can my team work better?
- How can I personally contribute to making our strategy happen?
- How can I make every contact with patients count?
- How can I help improve the health of our population?
- Am I delivering services in the right place and at the right time for our patients?
- How can I embrace technology for your service?
Any questions?

If you have any questions or comments about what you’ve read here please feel free to call or email us:

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