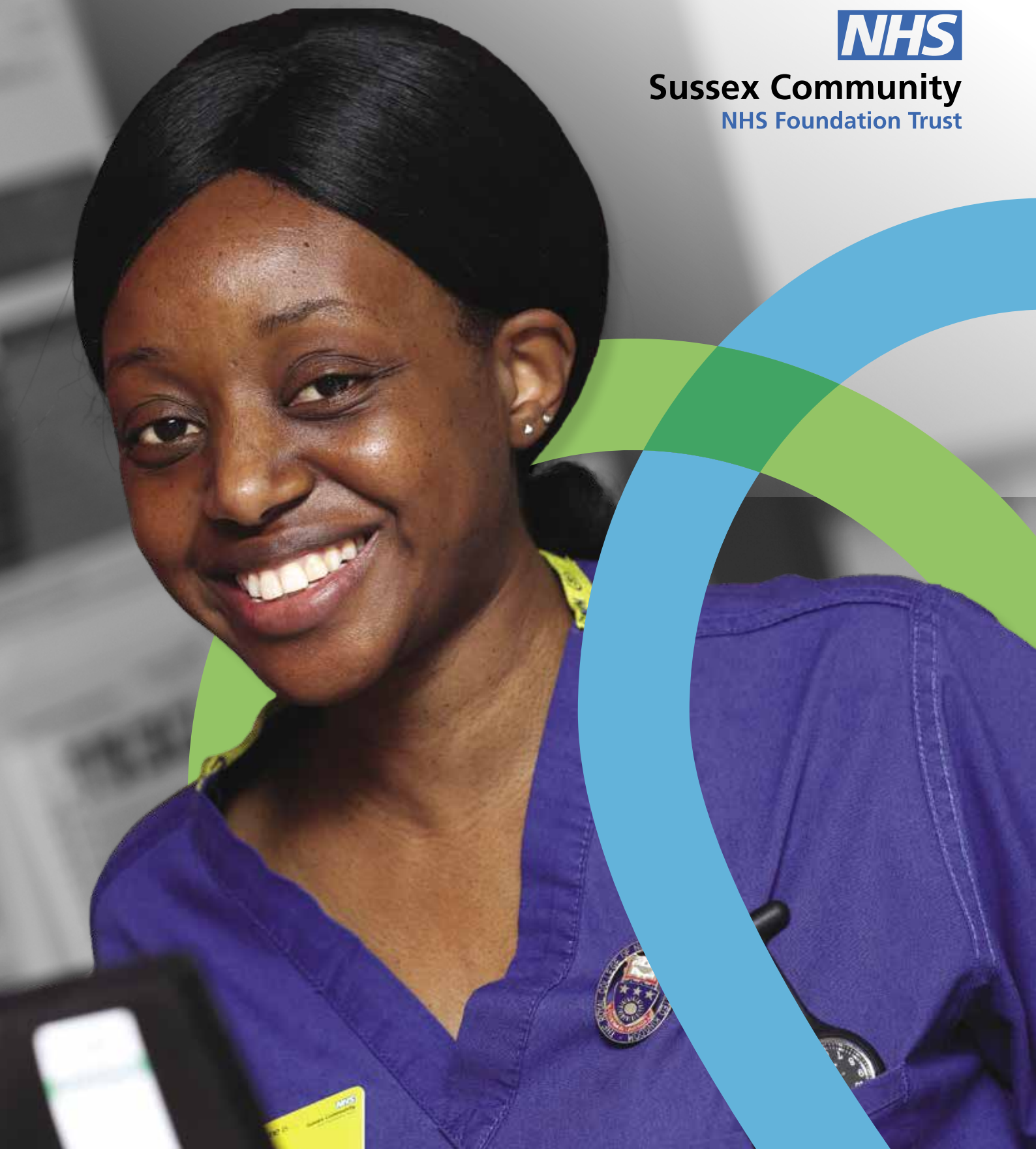




Sussex Community
NHS Foundation Trust



Our Strategy

2022-2026



*Excellent care at the
heart of the community*

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Welcome

Each day our dedicated staff work tirelessly to provide care and support to people across Sussex. From visiting new parents to providing compassionate end of life care, each contact we have is a chance to make a difference. This is what our new strategy is about.

We have set out how we will make each of those appointments, each of those interactions, really count, and how they will help us to improve the health of people and communities across Sussex.

We are being ambitious. We launch this strategy as the world looks beyond a global pandemic that has fundamentally changed the way many NHS services are provided. Demand for healthcare is greater than ever, inequalities are deeper, waiting lists are longer. We have faced challenges unlike previous years, but have also grown and developed a new approach to how we respond to the differing and changing needs of our local communities.

We must make sure we harness that learning to keep moving forward even in the face of growing economic uncertainty.

We will adapt our services to ensure that we continue to meet local needs.

We will continue to work closely with other health and care services across Sussex to make sure that our services are fit for the future. That is the mission we have set ourselves and that is what this strategy will help us to achieve.

We have not created this strategy alone. It is based on feedback from our staff, patients and their families, the organisations we work with, including social care, mental health, acute hospitals, other care

services and our local communities. The people who know us best have helped us to define where we need to focus our efforts, what we can do more of and what we can do differently.

Our strategy also focuses on our staff. They are our greatest asset and we could not do what we do without them. Alongside our commitment to continuously improving services, we are committed to supporting our people to be the best that they can be and developing a modern, flexible workforce that has the skills to meet the changing needs of local people. Our ambition is to share their expertise and experience with others across our Integrated Health and Care System and champion the role of community services in helping people to start well, live well and age well.

This is a significant moment for us. As the recognition of the huge contribution NHS community care makes to patients continues to grow, we are ready and prepared to take on the challenges ahead.



Mike Jennings, Interim Chief Executive
September 2022

Our Story

We are the largest provider of community health services across Sussex. We help people to plan for and manage changes in their health, to live more independently and prevent the need for hospital admission. Where hospital is needed, we help them get home sooner.

Our services work from a range of locations including in people's homes, children's centres, community hospitals and in local clinics and GP surgeries. We currently serve a population of over 1.3 million people which is continuously growing.

We know there are significant health inequalities in our local communities with pockets of deprivation. This coupled with an ageing population with an increased prevalence of frailty, long term conditions and dementia will continue to be our focus as we adapt our local services in the years to come.

Our 5,500 staff deliver a wide range of medical, nursing, and therapeutic care to people from their earliest moments to their last. Our Healthy Child Programme is there for every new parent, baby and school age child, our skilled children's nurses care for children and young people living with life-limiting and complex needs. Our urgent treatment centres provide immediate support to people who are suddenly unwell or injured. Our specialist teams empower people with long-term conditions to live well, and our community nurses, therapists and inpatient services provide support and rehabilitation as they get older.


We are there for some of the most significant and difficult times in people's lives, and this is why improving our services is so important.



Our Trust in numbers



We serve a population of over **1.3 MILLION PEOPLE**



Across our services **WE SEE OVER 9,000 PEOPLE** every single day



72% of people seen in our adult services are aged **60 AND OVER**

In the last year we treated over **139,000 PEOPLE THE SAME DAY** in our MIUs and UTCs

In the last year we helped **23,000 PEOPLE** avoid hospital admission after becoming unwell

ABOUT **1 IN 10** of our patients live in the most deprived areas in England



Our teams travel over **2 MILLION MILES** every year supporting people in their own homes



90% OF THE PEOPLE we care for live in towns and urban areas

Our Context

Our system and partners

We are **ready to adapt** to meet the needs of our local communities and the challenge of continuing to deliver the kind of services we can all be proud of. We do this within the new Integrated Health and Care System, with the Integrated Care Board NHS Sussex, and we



have already started. Working with local GPs we are playing our part in **supporting people living in care homes** with dedicated Care Home Matrons. With our colleagues in acute hospitals and social care we are **supporting more people to come home from hospital** than ever before. We are also playing a leading role in the development of more integrated information systems across services.

Alongside our partners in primary care, in acute hospitals, in social care, in the voluntary sector and in education, we will be **working hard to make more changes** to our services, so we make the best use of finite collective resources, so services work better together, and so that **our services work better for our patients**.

Where we work

Our 5,500 staff work across Sussex in people's homes, children's centres, schools, community hospitals and in local clinics and GP surgeries.



Working at scale, delivering locally

We provide a range of services across **Sussex**, but too often we see that patients are supported differently based on how services have historically been planned and delivered from place to place. Working as part of the Integrated Care System we want to reduce this unwarranted variation so there is **no inequity of access** based on who you are or where you live in Sussex. **We call this working at scale.**

We will **recognise the individuality and diversity of the people** and communities we serve, so we personalise care for people accounting for their preferences and goals, and wherever possible we will provide services within neighbourhoods. **We call this delivering locally.**

Patient focused

Our patients are at the heart of this strategy. That is why we have listened to their feedback and used this to design our goals. We will **continue to listen** as we make our plans and decisions, and these conversations will guide the **improvements to our services.**



Our Strategy

Our strategy is underpinned by our commitment to providing excellent care at the heart of the community.

We are guided by our values which are at the heart of everything we do.



Our Vision

EXCELLENT CARE AT THE HEART OF THE COMMUNITY



Our Values

COMPASSIONATE CARE

ACHIEVING AMBITIONS

WORKING TOGETHER

DELIVERING EXCELLENCE



Strategic Goals

☆ A GREAT PLACE TO WORK

🤝 REDUCING SERVICE INEQUITIES

↑↑ CONTINUALLY IMPROVE

🌐 DIGITAL LEADER

🌱 SUSTAINABILITY



Life Stage Frameworks

STARTING WELL

LIVING WELL

AGEING WELL

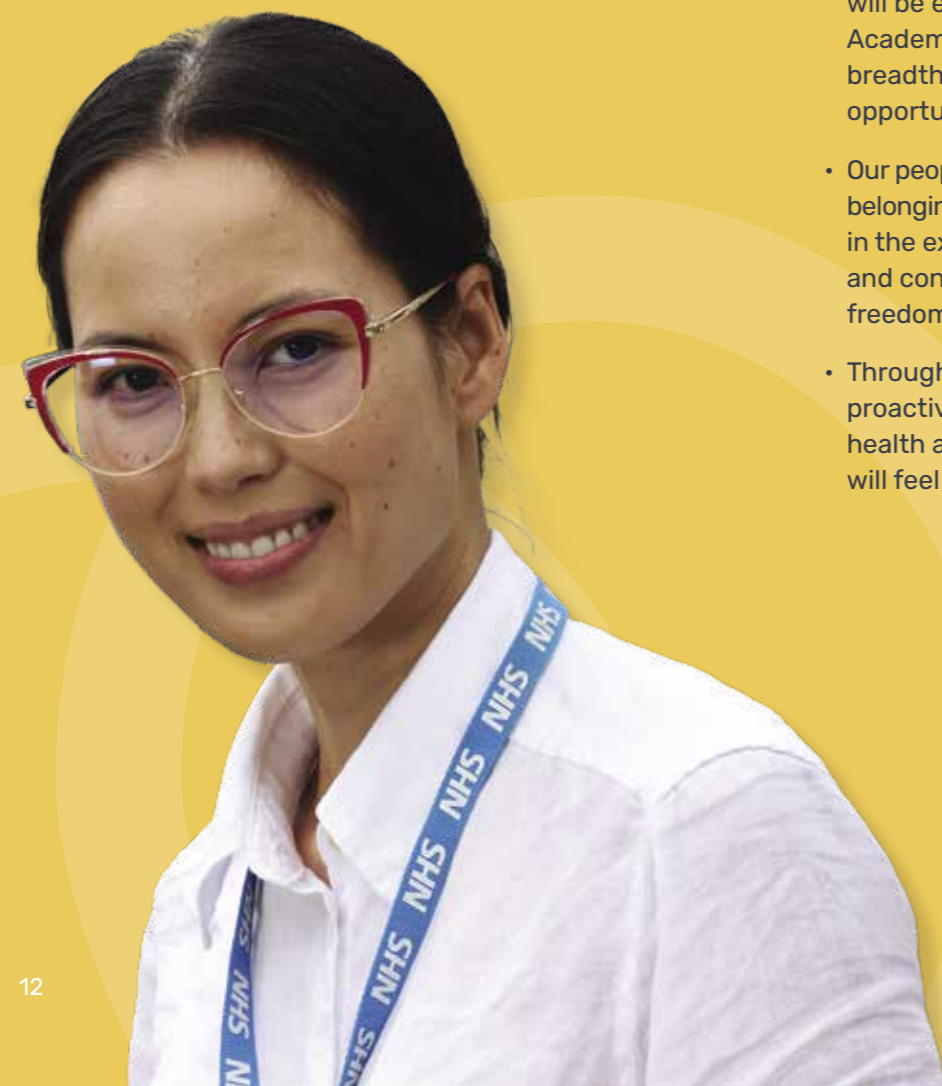
★ A Great Place To Work

Goal

We will be a great place to work. In the years ahead we will attract new recruits to our organisation and our people will speak positively about the opportunities for learning and development they have had, how their wellbeing is always prioritised and that they have a true sense of belonging.

Our criteria for success

- Fewer people will leave our Trust and through improvement in how we recruit, and more agile ways of working, we will have a reduced vacancy rate.
- As we deliver new and innovative patient pathways, we will enable our people to work in ways that prioritise skills, values, tasks and competencies and complement traditional roles.
- Our people will know where they are and where they are going on our career framework. Continuous opportunities to learn and develop will be enabled by our Learning Academy which will utilise the breadth of knowledge and opportunities across our system.
- Our people will have a greater sense of belonging, as we reduce the disparities in the experiences they have at work and continue to ensure they have the freedom and support to speak up.
- Through a more coordinated and proactive approach to occupational health and wellbeing more people will feel supported to be well at work.



🤝 Reducing Service Inequities

Goal

We will reduce service inequities. In the years ahead we will work with partners to change the way our services are designed and delivered will ensure more equitable access which will support improved outcomes and experience.

Our criteria for success

- Patients will have access to our services in ways which actively account for underlying inequalities, thereby targeting resources where they are needed most.
- There will be greater consistency in the type and capacity of our services across geographies. We will have reduced unwarranted variation in their design by working with our partners.
- The time from identifying inequities in our services to addressing them will be shorter, as we effectively use data and intelligence alongside feedback from our patients, our staff and our partners.
- Service managers will have timely demographic information to improve service monitoring, which will promote better decision making about access. Every service will be able to describe their patient profile and tell us how they have used this to make a difference to what they offer.



↑↑ Continually Improve

Goal

We will continuously improve. In the years ahead continuous quality improvement will be present in everything we do. Our people will be able to show how they have made a demonstrable difference to our patients through continually learning, accelerating improvement and sharing what works.

Our criteria for success

- Quality Improvement (QI) methodology and approaches will be embedded throughout the organisation enabled by access to learning, guidance and mentoring to improve care for the people who use our services.
- Patients and their families, including children and young people, will be more involved in how we design and plan improvements to our services, as well as in decisions about their own care.
- We will learn through an open approach when things go well and when things go wrong; we will drive safety through learning which will have, at its heart, the voice of our patients.
- Research activity will increase as we continue to promote, undertake and use research as part of how we improve.



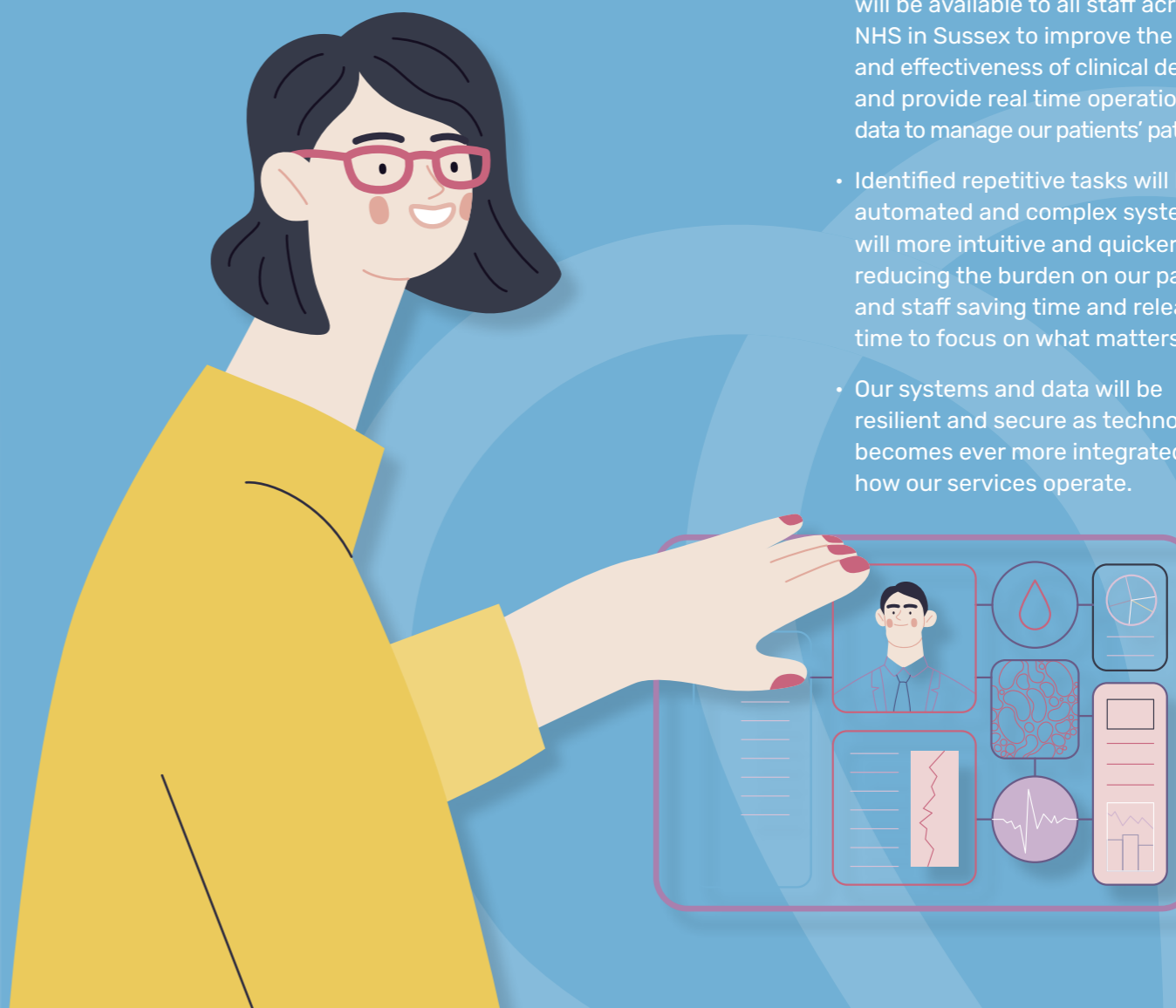
🌐 Digital Leader

Goal

We will be a digital leader. In the years ahead our peers and our people will see our Trust as a digital leader. We will continually demonstrate how our growing digital capability enables and enhances the care our staff provide to our patients in every service area.

Our criteria for success

- More patients will be in control of how they interact with our services with at least half of our services able to communicate with patients online, for example with the NHS app.
- More of our services will make effective use of remote monitoring enabling patients to live independently, safe in the knowledge that face-to-face consultations will be used whenever they are required.
- An accessible shared care record will be available to all staff across the NHS in Sussex to improve the safety and effectiveness of clinical decisions and provide real time operational data to manage our patients' pathways.
- Identified repetitive tasks will be automated and complex systems will more intuitive and quicker reducing the burden on our patients and staff saving time and releasing time to focus on what matters.
- Our systems and data will be resilient and secure as technology becomes ever more integrated in how our services operate.





Sustainability

Goal

We will use our resources sustainably. In the years ahead we will have delivered the best value outcomes for our patients, reduced our environmental impact and sustainably developed our services to better serve our communities and our people.

Our criteria for success

- Our carbon footprint will have reduced by a further 10% against our 2010 baseline. Guided by our Green Plan, 80% of our fleet will be fully electric, sustainability principles will be embedded in the design of care pathways and Chailey Clinical Services will be net zero.
- We will support our Integrated Care System to co-ordinate a partnership approach to environmental sustainability to maximise our collective and positive impact.
- Construction to redevelop the Brighton General Hospital will have begun, marking a new future for community health services in East Brighton.
- Our workforce will be more agile in how and where they work as we will have invested in digital systems and practices that enable them to do so.
- We will understand and benchmark the value of our services in greater detail using new systems and the expanded use of the NHS community services data set. We will use this information with partners to improve our services.
- Our buying power will have increased as we will be working at scale with our partners to deliver maximum value for our patients using collaborative procurement.



Delivering Our Strategy

Our Strategy shows we are ambitious about what we can, and will, do better for patients, communities, and our people in the years ahead.

To bring our strategy to life in the context of the services we provide, we have developed, in partnership with clinical teams and patients, three Life Stage Service Frameworks: Starting Well, Living Well and Ageing Well. They describe how we plan to develop our services.

Our Strategy and Life Stage Service Frameworks are therefore interdependent: the Life Stage Service Frameworks will help to deliver our goals and their associated actions will support the service changes described in the Life Stage Service Frameworks.

Together our Strategy and Life Stage Service Frameworks will shape our

decisions about services, guide us as we work with our partners and ground us as we tackle the challenges ahead.

We will use the NHS and our Trust's annual operational planning processes to develop clear plans for implementation.

We will also continue to work closely with our partners and our communities as we build support, secure investment and deliver the kinds of services that will make our vision a reality.

Find out more about our Life Stage Service Frameworks on pages 18-19



Life Stage Service Frameworks

We see our services as one joined-up network of support for patients. The Life Stage Service Frameworks describe how we plan to support our patients and their families at each stage of their life.

You can read more about this by searching “Life Stage Frameworks” on our website.

STARTING WELL

Laying the foundations for a healthy life from infancy, early years, childhood to adolescent years, through services such as Health Visiting and School Nursing, Immunisation services and Child Development Centres.

THE AMBITION

We will provide services that are easy to understand and access and always promote self-management.

Our services and those of our partners will work together to support both the child and their families and carers so we do our part to give every child and young person the best possible start in life.

TO ACHIEVE THIS AMBITION, WE ARE COMMITTED TO:

- **Empowering children, young people and their families to start and stay healthy** – using co-designed care plans, age appropriate communications and working with partners to improve mental health and immunisation rates.
- **Focussing on transition** – to ensure we coordinate services through a child’s developmental milestones, and for young people with more complex needs until fully transitioned to adult services.
- **Driving evidence-based practice** – by creating standards which will help us reduce unwarranted variation and enabling a public health approach to supporting children and young people.

LIVING WELL

Ensuring that people have the opportunity to live a healthy life through services such as Time To Talk psychological therapy, Musculoskeletal services, Long Term Condition services and Urgent Treatment Centres.

THE AMBITION

We will provide patient-centred services that are easy to access.

Services will be proactive in how they approach care, not just helping today, but giving people the tools to live well every day.

TO ACHIEVE THIS AMBITION, WE ARE COMMITTED TO:

- **Prevention, collaboration and empowerment** – through education and shared decisions, people using our services will become experts in their own health.
- **Access that works for all** – with intelligent waiting list management which helps us target those in greatest need, self-referral, online booking or patient initiated follow up, accessing our services will be one less thing to worry about.
- **Services that are consistently delivered, always personalised** – by working with our partners to correct the unwarranted variations in how services work across Sussex.

AGEING WELL

Supporting people to age healthily throughout their lives, with a focus on services aimed at managing functional decline and frailty, such as Community Nursing, Urgent Community Response, Intermediate Care Units and End of Life Care services.

THE AMBITION

We will provide services that lead from the front, joining up physical, mental and social needs through multi-disciplinary teams working as part of the community offering dignified and personalised care.

TO ACHIEVE THIS AMBITION, WE ARE COMMITTED TO:

- **Empowering older people to stay healthy in the community** – using care plans with self-management and independence at their heart, that ensure services connect around patients.
- **Working in neighbourhood-based integrated multidisciplinary teams** – around natural populations with our partners in Primary Care, other health and care services and the voluntary sector, we will drive integrated working for older people.
- **Setting the standard for older people’s care** – and delivering on the promise to avoid duplication of assessment, patients retelling their story through the better use of data, information and trusted assessments between services.

