



South East Coast
Ambulance Service
NHS Foundation Trust



Sustainable SECAMB

*Best placed to care,
the best place to work*



Our Strategic Position

Introduction

The unitary board of an NHS Foundation Trust has, as one of its principle functions, the development of a sustainable strategic direction for the organisation. The SECAMB Board take this responsibility seriously and prompted by the developments across the NHS, launched a strategy review in early 2019. A series of meetings and workshops were held involving the whole board as well as extensive engagement with our personnel and system stakeholders. This summary lays out the key points from this engagement.

The Trust's future includes a vital system leadership role in integrated care, cooperation and interoperability with many partners to deliver improvements in population health. The system in which the Trust operates is evolving; commissioning arrangements are transforming, and new patient populations are being defined within Integrated Care Systems (ICSs) and Integrated Care Partnerships (ICPs) and Primary Care Networks (PCNs) footprints.

Why revisit our established strategy?

The Trust had a well-rehearsed five-year strategy that was in the process of being 'refreshed'. Although refreshing an old strategy might be appropriate when an organisation is operating in a relatively stable environment, the turbulence caused by changes in need, the relentless pressure on funding and radical shifts in the way that health and care is organised, managed and financed, are acknowledged triggers for a review of our strategy. This has led to a fundamental review of SECAMB's strategic direction, with extensive involvement of our people and stakeholders.

Our Values

In all the work that we do, the Trust's values of Demonstrating Compassion and Respect, Acting with Integrity, Assuming Responsibility, Striving for Continuous Improvement and Taking Pride will underpin what we do today and in the future.

Our Purpose

Our Trust is continually improving and as such we want the people that we serve to see SECAMB as an organisation that delivers caring, compassionate, sustainable and innovative healthcare. People across the South East will trust SECAMB and know that they can rely on us to be there for them, 24/7. We will be a learning and evidence-based organisation which is constantly working to improve in everything it does. The Trust remains passionately committed to the public, our patients, our values and the people who work in SECAMB. In addition, the Trust is the provider of urgent and emergency care services across four STP/ICSs. If we are to deliver our public purpose





it is essential that we are more clearly recognised as the leader of extended urgent and emergency care pathways in the region.

To do that we need to show that we provide our patients with 999 and 111 services of the highest quality and value as well as be fully engaged in the shift to integrated care systems founded less on treatment and more on population health. As such, the Trust's strategy embraces the need to continue to improve our core services which includes 999 and 111 services.

What follows is an expression of our enduring purpose that encompasses the shift to population health:

'As a regional provider of urgent and emergency care, our prime purpose is to respond to the immediate needs of our patients and to improve the health of the communities we serve - using all the intellectual and physical resources at our disposal'.

Our Operating Environment

We recognised that our strategy had to enable us to pursue this purpose in the context of our operating environment and that there were several critical forces and drivers that need to be considered. Principal of these are the rising needs and demands for SECAmb services with continued funding pressures and the desire to ensure that patients can access the most appropriate care pathways for their needs. Policy changes including 'integrated healthcare' require a radical and rapid restructuring of NHS commissioners and providers and their relationships with local government.

There is a need to shift from 'competitive' to 'collaborative' behaviour across the system and a major change in emphasis from 'contracted activity' to 'population health' resulting in changes to the way that funding maybe allocated, and performance assessed. The system is already creating plans and reviewing legal, financial and organisational enablers to move to a 'system by default' operational model. To fulfil our *purpose* in this new operating *environment* our strategy might be expressed as:





‘SECamb will provide high quality, safe services that are right for patients, improve population health and provide excellent long-term value for money by working with Integrated Care Systems and Partnerships and Primary Care Networks to deliver extended urgent and emergency care pathways.’

Implications for SECamb

Adopting this strategy has several high-level *strategic implications* relating to the way the Trust is organised. This may include services we provide and the working relationships we have with other stakeholders in the system. These in turn will have implications for the investment decisions we take in our key resource areas; workforce, estates, fleet, technology, and finance.

Priorities

During our review, four priority areas have emerged which build on and acknowledge the work of the Trust to date. These are:

- **Delivering Modern Healthcare for our patients** – A continued focus on our core services of 999 & 111 Clinical Assessment Service
- **A Focus on People** – Everyone is listened to, respected and well supported
- **Delivering Quality** – We listen, learn and improve
- **System Partnership** – We contribute to sustainable and collective solutions and provide leadership in developing integrated solutions in Urgent and Emergency Care

From Purpose to Action and Delivery

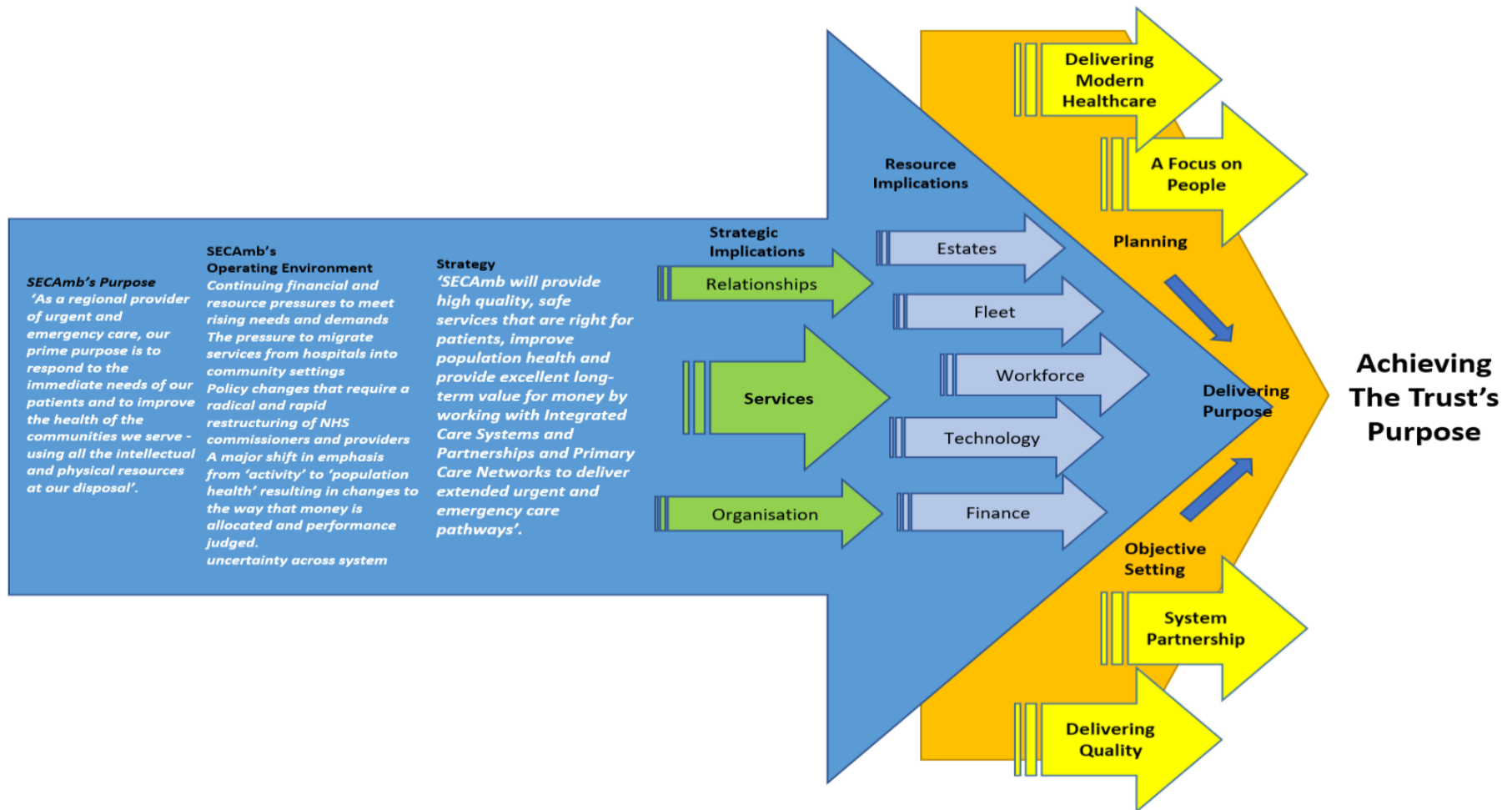
The diagram overleaf illustrates the ideas expressed in this document. On the left we have the revised expression of our purpose that recognises our aspirations for our patients and the wider public and our responsibilities to the people who work with us.

To pursue our purpose in the operating environment we will need this strategy, which has implications for three strategic areas; our services; our organisation; our relationships.

These in turn will guide the investment decisions we take. The Trust will plan and deliver against its stated priorities which then leads to the managerial processes of planning and objective setting to enable SECamb to deliver satisfactorily on its purpose.



From Purpose to Action and Delivery





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If you require this information in a different format, such a large print or audio, please contact us.

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