

One team, working together for excellent patient care

How our ten year strategy will help us deliver excellent care
for our patients by working with each other and our partners.

 **Excellent**  **Compassionate**  **Respectful**

One team working together for excellent patient care



One team, working together

We are shaping the future of our hospitals

More than 80% of our staff live locally in mid and south Essex so the improvements and ambitions outlined in this strategy affect all of us – as staff, as patients and as members of our communities. This is our strategy.

We are united by a shared commitment to delivering outstanding care to our patients and communities. Our vision, **One team working together for excellent patient care**, reflects our dedication to collaboration, continuous improvement and excellence in everything we do.

In partnership we will build a culture where staff, patients and partners work together seamlessly, providing safe, effective and compassionate care that meets the ever-changing needs of our population.

To achieve our vision, we have set out four strategic priorities. These priorities are designed to help us create a thriving organisation where our staff excel, our patients receive exceptional care and our communities benefit from strong, sustainable healthcare services.



Welcome

We are delighted to present the strategy that sets out how we will deliver high quality care for the people of Mid and South Essex over the next ten years.

We are one of the largest Trusts in the country and understand just how important healthcare is to every one of our residents.

This strategy is a hugely significant step

We have already realised some of the benefits of merging our three legacy organisations, and now we are setting out how we will continue that journey as one team.

Everything that we do will fall within our four priorities:

- Our people excel
- Our communities thrive
- Our services are high performing and sustainable
- Our partnerships deliver benefits for our population.

We are committed to delivering sustainable services that give patients the best possible experience and outcomes, while ensuring we are spending taxpayers' money responsibly now and for the future.

We would like to thank all of our staff, patients and healthcare partners who have worked with us to develop this strategy, and are particularly grateful to our people across our hospitals who will deliver it. We are one team working together for excellent patient care.



Matthew Hopkins,
Chief Executive



Nigel Beverley,
Trust Chair

Our hospitals

Our services

Our Trust provides an extensive range of acute healthcare services from the three main hospital sites at Broomfield, Basildon and Southend.

We also run services at other smaller sites, such as Orsett Hospital, the St Andrew's Centre in Billericay which provides x-rays and blood tests, and Braintree Community Hospital where planned hip and knee surgery is carried out.

Our specialist centres

Our Trust also provides tertiary services from specialised units located at our three main sites. Our specialist centres deal with complex conditions and treatments:

Basildon Hospitals is home to the [Essex Cardiothoracic Centre \(CTC\)](#) which offers a range of services for people who need specialist treatment for heart and lung conditions.

The [St Andrew's Centre for plastic surgery and burns](#) is located at Broomfield Hospital and provides specialist burns and plastic surgery care for adults and children.

We are developing the [Essex Cancer Centre](#) at Southend Hospital, to extend and centralise the cancer services we provide to patients across the region.



Services in our communities

We're in the process of building four community diagnostic centres (CDC) across mid and south Essex, to provide quicker access to diagnostics and treatments closer to home. The centres, which will be in Pitsea, Braintree, Thurrock and Southend, will carry out tests like x-rays, MRI and CT scans, ultrasounds, blood test, and heart and lung tests. Providing these tests out of hospital is more convenient for our communities, speeds up diagnosis of health conditions and helps reduce waiting times.

How we fit into the local health system

Our Trust is the only acute hospital provider in the Mid and South Essex Integrated Care System (ICS), which is a system of health and care partners working together for our local population.

Within Mid and South Essex there are 149 GP practices, operating from over 200 sites, forming 27 Primary Care Networks and one Ambulance Trust. There are also three main community and mental health service providers who work together through a community collaborative.

We collaborate with other valuable partners, including three Healthwatch organisations, nine voluntary and community sector organisations and three top tier local authorities, with seven district, borough and city councils, as well as our local universities.

[The Mid and South Essex Integrated Care Strategy 2023-2033](#), was published in March 2023 and outlines a comprehensive plan to enhance health and care services in our region.

The system strategy sets out a path for people in mid and south Essex to:

- be supported to live a healthy, happy and fulfilled life, with the knowledge and resources to prevent ill health and maintain their independence at home
- find it easier to access the health and care services they need wherever they live and have more say over the services they receive and greater trust in their quality, effectiveness and safety
- receive appropriate and timely care when they need it, from skilled and valued staff.
- Our partnerships deliver benefits for the local population.

Our plans align with and support the ICS strategy and the Integrated Care Board's Joint Forward Plan, which was updated in 2024.

[Joint Forward Plan - Mid and South Essex Integrated Care System](#)

About us



Our population

1.2
million

Our turnover



£1.5
billion

We employ



16,000
people

Why do we need a new strategy?

We need a new strategy so we have clear plans for what we need to change to be able to provide the best possible care and services for those who need them.

In 2020 we published a five-year strategy to coincide with merging the three Trusts that formed Mid and South Essex NHS Foundation Trust.

Our post-Covid health system is very different.

The Government is in the process of creating a new 10-year health plan, Change NHS, to set the NHS on a path for the future.

Our staff are working hard to reduce rising waiting lists for planned care and give timely care for patients with – or waiting for – a cancer diagnosis.

Our emergency departments receive more than 1,000 attendees every day. Our local population is aging and living longer with multiple health conditions.

As local residents and patients ourselves, as well as being members of staff, we know that it's not always easy to get a GP appointment, ambulances can take

longer than we like to arrive and the amount of time we're waiting for planned operations has increased.

It's clear that we can't carry on as we are, and we've already taken the first steps to change by implementing our 'Organised for Success' operating model, and establishing our Leadership and management behaviour framework to help our leaders and line-managers set the standard to create a culture of excellent staff experience where everyone feels valued, listened to and engaged.

We need to adapt and change so that we can respond efficiently, effectively and sustainably to the fast-changing health demands of the 1.2 million people who depend on us to provide acute care.

That will mean making some ambitious changes to the way we provide our services over the next ten years, through partnership and collaboration with our patients, staff, stakeholders and communities.

Every year we manage

- **167,000** emergency inpatient admissions
- **158,000** day case and planned inpatient admissions
- **60,000** operations

Every day we

- See **1,000** people in our Emergency Departments
- Carry out more than **160** operations
- See **4,300** people in our outpatients departments
- Care for our inpatients across **2,000** beds

How it all fits together



Enablers

- Digital transformation
- Workforce development and engagement
- Patient-centred care and experience
- Data and analytics
- Governance and leadership
- System-wide integration
- Financial and operational sustainability
- Research and innovation
- Collaboration and partnership with external stakeholders
- Sustainability and environmental responsibility

Values and behaviours

Our values:

Excellence, compassionate, and respectful

Our values define who we are and how we deliver care. They shape our interactions with patients, colleagues, and the wider community, ensuring every decision and action aligns with our commitment to providing the highest standards of care.

Excellence – We go all-out for excellence and put delivering exceptional care at the heart of everything we do.

Compassion – We act with care and compassion toward ourselves, patients, colleagues and our communities.

Respectful – We appreciate the value of each other and nurture positive relationships. We ensure all voices are heard and respected.

For more information about our values and behaviours, visit our website/visit the intranet

www.mse.nhs.uk/about-us



Leadership and management behaviours framework

Our Leadership and Management behaviours framework sets the standard for leadership and management behaviours at our Trust. We are one team working together for excellent patient care, centred on our values of excellent, compassionate and respectful.

To deliver excellent patient care, we must create a culture of excellent staff experience where everyone feels valued, listened to and engaged. Leaders and line-managers set the direction and the culture of the organisation.





Our priorities



Our priorities are underpinned by being a clinically, operationally and financially sustainable organisation and system. We must plan as one organisation and one system, with opportunity to provide care across our three main hospital sites, smaller satellite sites or closer to home, being aware of the system pressures and future population change.

We must deliver on the improvement commitments we made as we prepared to merge, and on those we made as part of the local health system out of the 'Your care in the best place' proposals and consultation.

The strategy sets out our ambitions for the future, ensuring that we remain a leading provider of high-quality healthcare. By focusing on our people, communities, services, and partnerships, we will build a stronger, more sustainable healthcare system that delivers excellent patient care now and for future generations.

Our people excel

We will focus on culture, capacity and capability

What does that mean?

Our staff will feel valued and be proud to work for our Trust. We aim to have a reputation of excellent teamwork inside our organisation and with outside partners. We will prioritise digital technology to improve services for staff and patients, and invest in new ideas while making the best use of our resources.

We will encourage our staff to focus on research and development, to constantly improve the way we work. We will be innovative in the services we provide and in how we support our staff, working together with partners, schools, employers and higher education institutions to help build a workforce for the future.

Why is this important?

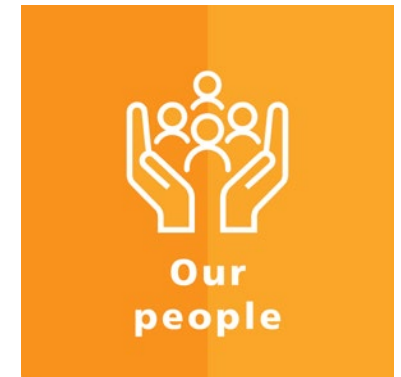
We have 16,000 staff who work across three main hospital sites, satellite sites and a number of other community locations, delivering care to 1.2million people. We know that supported, happy staff provide the very best care to our patients.

What happens now?

We'll make sure everyone has the information and support they need to understand why they are important in shaping our culture, and work towards a culture where staff feel supported, valued and empowered.

What will happen in the longer term?

We'll develop a workforce that is flexible and resilient and can adapt to the fast-changing needs of the people in our communities. We'll change the way we provide our services to ensure our patients are receiving the highest quality of care.



This Trust is a great place to work; it supports my professional development and helps me constantly improve patient care.



How will we know if we're successful?

We'll see measurable improvements in

- staff retention and engagement
- leadership and line-management development
- workforce productivity
- workforce diversity and inclusion

We want patients to say:

"I am cared for by skilled and compassionate staff who communicate effectively with me."

We want our staff to say:

"This Trust is a great place to work; it supports my professional development and helps me constantly improve patient care."

We want our partners to say:

"The teams at Mid and South Essex NHS FT are always looking for ways to improve and innovate, and we collaborate with them to improve patient outcomes and community health."

Read more about how [Our people excel](#)

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I am cared for by skilled and compassionate staff who communicate effectively with me.

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Our communities thrive

We will put community involvement at the centre of everything we do and hear what our local population needs

What does that mean?

As a leading healthcare provider in mid and south Essex and an Anchor Institution, we are committed to making decisions that benefit our local communities. This means planning for the long term based on what our population needs and focusing on patient-centred care.

As a Trust, we will listen to and prioritise the experiences and needs of our community in all of our strategic decisions to provide high quality care.

Why is this important?

Our Trust is the only acute care provider to 1.2million people and need to broaden our focus from patient care to community wellbeing. That means working with our communities to design services that meet their current and future needs.

What happens now?

We'll start to introduce the tools and processes needed to make it easy for patients to engage with us and their own care, and help us provide care specific to their needs.

What will happen in the longer term?

We'll make sure we actively engage with patients, their families, and the voluntary and community sectors in our major transformation programmes to co-design services that meet their needs.



We understand the needs of patients and people in our communities, and work with them to design services that are right for them.



How will we know if we're successful?

We'll see

- measurable improvements in Friends and Family test outcomes and patient experience surveys
- improved feedback from the voluntary, community, faith and social enterprise sector including Healthwatch insights
- a reduction in patient complaints

We want patients to say:

"I am involved in my care and making improvements to services."

We want our staff to say:

"We understand the needs of patients and people in our communities, and work with them to design services that are right for them."

We want our partners to say:

"The Trust asks people with lived experience to share their experiences and help design services that meet their needs."

Read more about how [Our communities thrive](#)

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I am involved in my care and making improvements to services.

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Our services are high performing and sustainable

We will have clear plans to ensure our services can deliver high quality care and best value for money

What does that mean?

We will redesign the way we provide diagnoses, treatment and care to make sure they are fit for the future. Our three local sites will serve their communities, helping us to meet their existing and future healthcare needs.

We will use our resources wisely to make sure every patient gets the right care from the right team in the right place at the right time. We will continue the changes we discussed with the public through the Your Care in the Best Place consultation.

We will review and make more recommendations to improve our services, which will lead to excellent clinical outcomes for people in our local communities.

Why is this important?

Over the next ten years there will be a growing demand for elderly care services. As people live longer, more people in our communities will be living with multiple long-term conditions. We will need to change how we provide our services, and strengthen and expand our specialist burns and plastics, cardio-thoracic and cancer care centres.

What happens now?

We need to get the basics right and carry on improving our clinical, financial and operation performance, building on the work we have already started. That also means delivering on the commitments we made when we merged, including plans for reconfiguring our services.

What will happen in the longer term?

We'll develop our services to meet future demand by working with our staff, patients, stakeholders and partners to design a seamless, integrated, collaborative hospital model that meets our patients' needs.



We always provide high quality care; I'm confident I'd get great treatment if I was a patient in any of our hospitals.



How will we know if we're successful?

We'll

- meet clinical and operational key performance indicators
- achieve financial sustainability
- measurably reduce vacancies and improve staff satisfaction
- see lower unplanned admission rates

We want patients to say:

"I get the right care in the right place at the right time from the right people."

We want our staff to say:

"We always provide high quality care; I'm confident I'd get great treatment if I was a patient in any of our hospitals."

We want our partners to say:

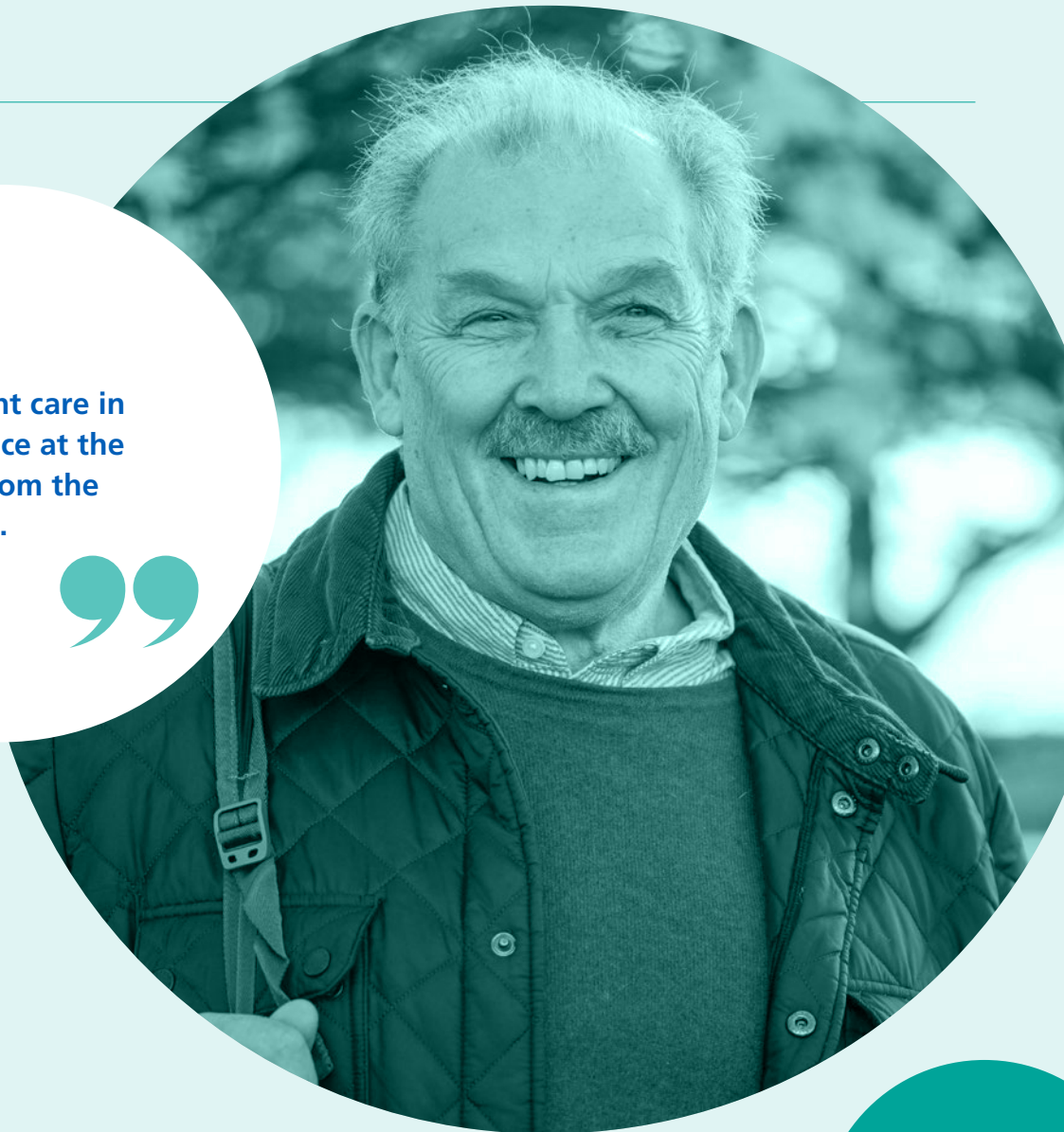
"We understand how and why the teams at the Trust need to change their services to provide high quality, sustainable services now and in the future."

Read more about how [Our services are high performing and sustainable](#)

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I get the right care in the right place at the right time from the right people.

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Our partnerships deliver benefits for our population

We will embed collaboration and integration in everything we do

What does that mean?

Our teams will always look for opportunities to collaborate with their colleagues across our Trust and with partners inside and outside the hospitals to benefit our local communities.

We will be open to invitations to collaborate and improve with our partners locally, regionally and nationally. Our partners will feel involved.

We want to develop close working with our partners so that our patients experience seamless care between our Trust and services in the community.

Why is this important?

We work as part of a wider healthcare system, and we know that joined-up care keeps people healthier, improves outcomes and provides a better experience for our patients.

What happens now?

We'll embed the changes we've made to our organisation's structure, strengthen collaboration inside our Trust and with external partners, and make sure we're using the digital tools available to help us make improvements to care, efficiency and workforce developments.

What will happen in the longer term?

We intend to establish our Trust as a leading University Hospitals Trust through partnerships and collaborations locally, regionally and nationally. Our partnerships will help progress research and innovation across disciplines including clinical and digital, improving future models of care, enhancing patient outcomes and maintaining financial sustainability.



“We always work together with colleagues inside our hospitals, in the community, in mental health and in the voluntary sector to provide excellent patient care.”



How will we know if we're successful?

We'll see measurably improved

- patient outcomes
- staff satisfaction surveys
- financial sustainability
- social value

We want patients to say:

"My care is seamless and built around my needs."

We want our staff to say:

"We always work together with colleagues inside our hospitals, in the community, in mental health and in the voluntary sector to provide excellent patient care."

We want our partners to say:

"We're confident that our plans align with the Trust's plans and we're working together to improve quality, reduce delays and increase efficiency right across our health system."

Read more about [Our partnerships will deliver benefits for our population](#)

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My care is seamless and built around my needs.

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What happens next?

We'll be setting out a delivery plan for what we need to do over the next five years. That will let us set ambitious goals but also be flexible as we review and adapt plans for the future, always guided by our four priorities. In the first year we'll deliver on the commitments that we've already made.

This means that in the first year we'll be focusing on

- making sure our 'one team, working together' approach is embedded and strong inside our hospitals, and extends to how we work with all our external partners
- making sure our staff are engaged and understand how we all need to work together to change our culture. That will, in turn, improve retention, patient care and service delivery
- embedding co-production as part of how we make improvements and changes by engaging with the patients, people and partners who use our services
- getting the basics right and delivering service reconfigurations we committed to more than five years ago
- making sure our plans align with our partners across the health system.

Everything we do from now on relates back to the priorities and ambitions that are set out in our strategy. We'll make sure that we keep our teams, stakeholders, patients and public involved and up-to-date with how we're delivering on the commitments set out in our plans.

Read more about [our delivery plan and accountability](#)

