

Frimley Health 2030



Frimley Health
NHS Foundation Trust

DRAFT FOR ENGAGEMENT

Committed to excellence

Working together

Facing the future



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Welcome 2030

Frimley Health 2030 is our ambitious new strategy that sets the direction for our trust over the next 5 years. It will guide us on how we reshape healthcare to deliver the Right Care, in the Right Place, at the Right Time now and in the future, putting us at the forefront of healthcare.

With thanks to the engagement and input from our people, patients and partners across our integrated care system and beyond, we will put patients at the heart of our future. We have 13,500 amazing people and believe that great teams can create outstanding patient experiences.

At the time of writing this strategy, the NHS nationally is under significant pressure. There are 7.5 million people on the waiting list for treatment. Forty percent of people spend longer than 4 hours waiting in Accident and Emergency and there are over 100,000 vacancies for key posts.

Our organisation has a reputation for delivery despite several national challenges over the past 5 years. We have already invested significantly in our services - and continue to do so - to enable the transformational changes we need to deliver healthcare in the future.

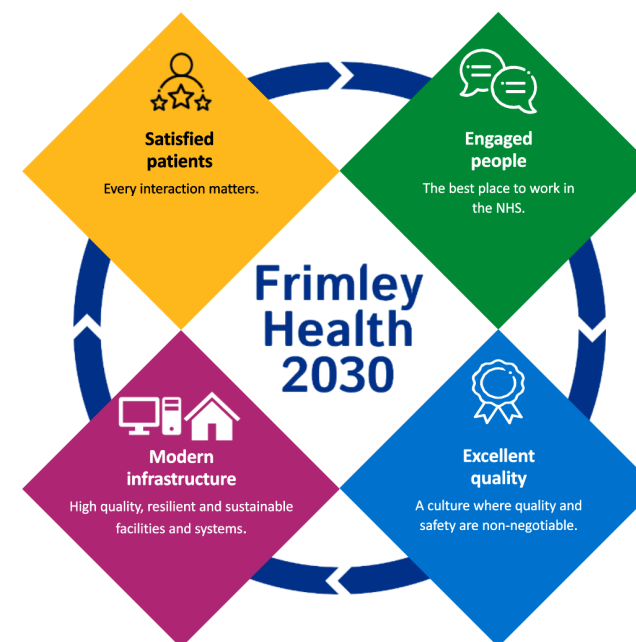
This is an extremely exciting time for the Trust. We are embarking on delivering a new Frimley Park Hospital which will be the catalyst for transforming the way we work. We will optimise the acute care we provide within the hospital setting but also shift care out of the hospital setting, where clinically appropriate – moving care closer to home. Some of these changes will be enabled by digital technologies.

Our vision will re-energise our colleagues, equipping them to thrive at work and in their personal lives and grow and attract new talent.

Our **vision** will keep us focused on the future:

“**Compassionate, effective, modern**”

Our **four strategic ambitions** will enable us to achieve our objectives:



Our core **values** will continue to guide our work:

Committed to excellence

Working together

Facing the future

Reflecting on the last five years

As our 2020-2025 strategy, 'Our future FHFT' (Frimley Health Foundation Trust) comes to an end, we are proud of the care we have provided and what we have achieved despite many challenges. We became a leader in digital and planned care and put in place the foundations for achieving excellence in the future. Our strategy enabled us to:

- Open our new £100 million hospital at Heatherwood- one of the best planned care facilities of its kind in the NHS and launch our electronic patient record (EPR) system, bringing together 200 IT systems into one and making us one of the most digitally-advanced trusts in the country
- Develop Frimley Excellence, our very own Continuous Quality Improvement programme and trained c.19% of our people in this approach, laying the cultural foundations to deliver excellence.
- Increase the number of our people from ethnic minority backgrounds across all agenda for change and medical bands year on year – increasing to 48.4% in 2024 from 36.39% in 2019 (Across the whole NHS workforce, ethnic minorities representation is ~25%).
- be selected to build a brand-new Frimley Park Hospital and transform how, where and what care we deliver across Frimley Health for future generations.

Our **Frimley Health 2030** strategy is based on extensive engagement with our patients, our staff and our partners - it was important to us that our strategy was not drawn up by our Board or senior team in isolation but was developed with input from the people who use our services, our teams who provide and support our services across the organisation and our partners within the system.

Our patients and their families/ carers are at the heart of everything we do. Working together, along with our Integrated Care System and partners – we will reshape healthcare – putting us at the forefront to deliver world class quality and safety.

Our staff are integral to getting this right. We will focus on a culture of inclusion, continuous improvement, openness, innovation and personalised care.

We know that our populations' healthcare needs are changing and there will be more demand on services in the future. Funding care will be more challenging in the future. To make sure we use our funds wisely and that we stay financially healthy, we will aim to be more productive, efficient and effective, whilst maintaining high quality standards of care.

We will build on commercial opportunities in contracting, education, estates and retail, innovation and research, outsourcing, partnerships and private patients- with earnings from income invested into NHS public services.

We will continue to invest in our infrastructure including our new Frimley Park Hospital, our other sites, and digital technologies to have the best environments for our patients and staff.

We will foster a workplace culture that values sustainability, social responsibility, and good governance (Environmental and Social Governance- ESG) by encouraging open discussions about ESG topics and creating opportunities for people to share their ideas and initiatives.

We look forward to the next chapter for Frimley Health; building on our foundations and accelerating innovative new ways to deliver care. This will enable us to deliver the Right Care, in the Right Place, at the Right Time so our patients and people can live better for longer.



Bryan Ingleby,
Chair



Lance McCarthy,
Chief Executive

About the Trust

Frimley Health NHS Foundation Trust was established in 2014 as a result of the first ever foundation trust to foundation trust merger in the NHS and has grown into a £1 billion turnover organisation.

Our 13,500 diverse and professional colleagues, representing around 100 different nationalities, and our 700 valued volunteers, provide NHS hospital services for 900,000 people in Berkshire, Hampshire, Surrey, South Buckinghamshire and beyond. Additionally, the Trust provides specialist acute consultant delivered services across a wider catchment for cystic fibrosis, heart attacks, strokes and vascular surgery, plastic surgery and renal cancer.

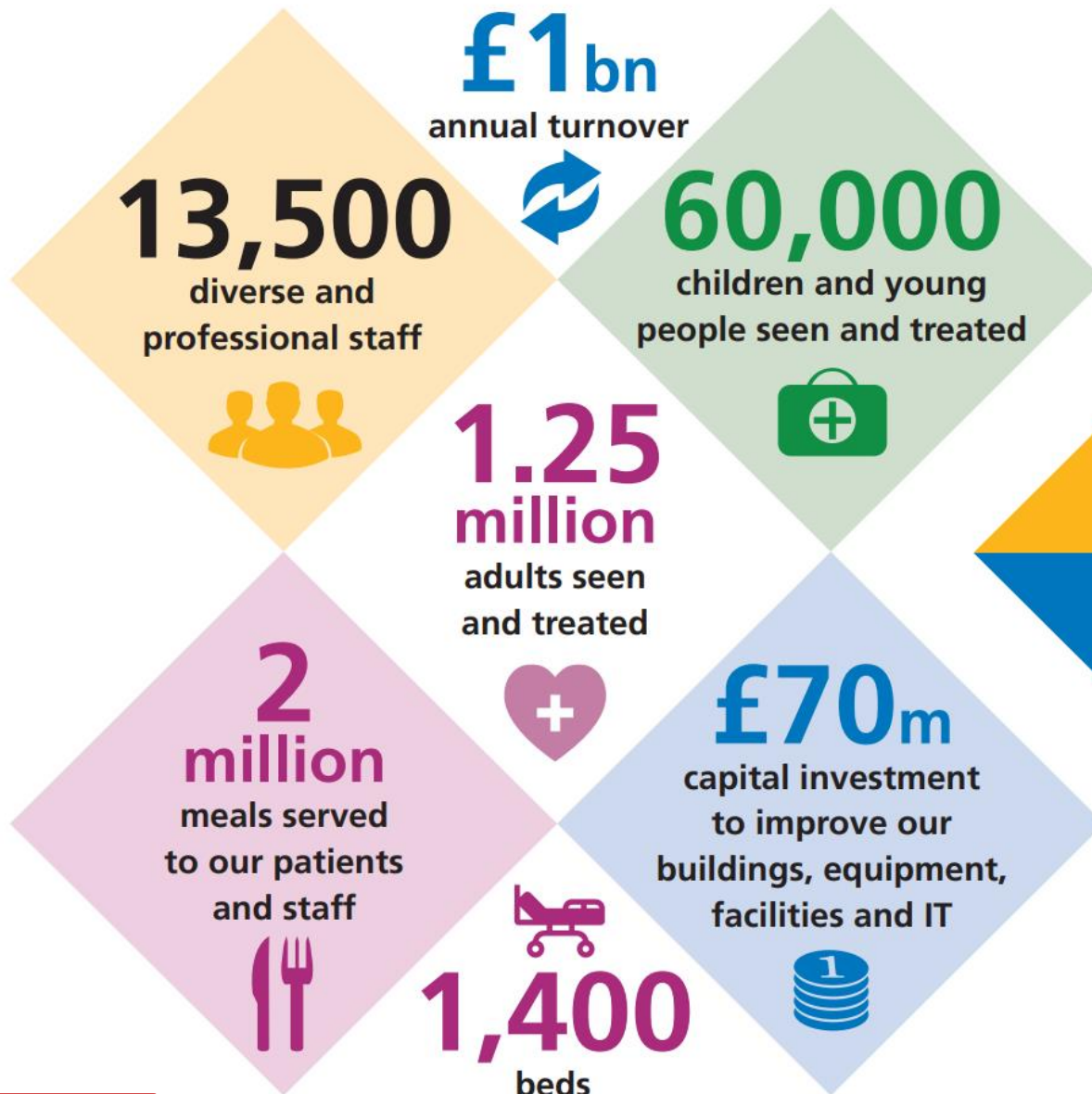
Frimley Health delivers services from three main hospital sites: Frimley Park Hospital, near Camberley, Heatherwood Hospital in Ascot, and Wexham Park Hospital in Slough. Additionally, the Trust delivers outpatient and diagnostic services from Aldershot, Bracknell, Farnham, Fleet, Maidenhead and, Windsor bringing a range of services closer to these communities. In addition, the Trust runs community services in Farnham, north east Hampshire, and Surrey Heath.

The Trust is a key partner in the Frimley Integrated Care System and works with other system partners to provide health and care services and patient pathways across our geographies.

We will continue to add value by collaborating with our existing NHS partners, e.g. Community, Mental Health and Primary Care, the ICB and Provider Collaborative, Local Authorities, the Military, neighbouring NHS Trusts, etc. diverting funding to where it is needed most and optimising our resources alongside developing further meaningful networks and partnerships, including with the private and third sectors, to improve the lives of our patients and our populations.



A year at Frimley Health



Our achievements

Under the direction of 'Our future FHFT' 2020-2025 we achieved a great deal in the last five years



Improving quality for patients

- The CQC rated our maternity services at both Frimley Park and Wexham Park hospitals as 'Good' overall in 2023.
- 97% of inpatients said that their experience of our services was positive overall in November 2024 (Friends and Family Test).
- Heatherwood Hospital became one of the first Getting It Right First Time (GIRFT) accredited Elective Surgical Hubs in the NHS in July 2023.
- 2,000 staff completed their Frimley Excellence-Continuous Quality Improvement training.
- We launched our Care Quality Programme, a Trust-wide initiative to enhance and improve the quality of our services
- Implemented check in kiosks/pre check in tasks to make the patient experience of attending outpatient appointments a better experience
- Enhanced patient choice through rescheduling appointment options in MyFrimleyHealthRecord

Supporting our people

- We celebrated 48.4% of our staff coming from ethnic minority backgrounds - a unique position in the south-east, where on average representation is around 20%.
- We were accepted by NHS England as a People Promise Exemplar site, delivering interventions set out in the people promise to achieve improved outcomes, staff satisfaction and retention.
- We continue to receive huge amounts of nominations for our annual staff awards, reflecting high staff engagement and appreciation for colleagues, contributing to a supportive workplace culture.
- We have continued to invest in our people which has helped reduce turnover across the trust to just 10.6% with the introduction of 124 new apprenticeships and support for basic skills development
- We were awarded the Armed Forces Covenant Employer Recognition Scheme Gold Award in July 2023.
- Flowsheet macros to automate processes and free up nursing time to care

Collaborating with our partners

- We achieved the national standard of admitting, discharging, or transferring 76% of patients within four hours in collaboration with our integrated care system in 2024, by focusing on:
 - Expanding virtual wards to provide hospital-level care at home
 - Reducing hospital discharge delays
 - Increasing same-day emergency care pathways to minimise hospital admissions.
- We opened two urgent care centres in Aldershot and Slough offering alternatives for non-emergency patients, alongside enhancements in emergency departments such as General Practice support for patient streaming.
- We actively engaged with our 6,000 members and our members' newsletter has an opening rate of 44%, which is well above the average opening rates for hospitals and healthcare (benchmark rates range from 19.8%- 31.9%).

Transforming our services

- We opened our new £100 million Heatherwood Hospital - one of the best planned care facilities of its kind in the NHS, and one of the top 'Google-rated' hospitals.
- We were selected to build a brand-new Frimley Park Hospital that will deliver change and benefit our communities for decades to come.
- Our Artificial Intelligence Working Group received the Excellence in Healthcare Award at the NHS Parliamentary Awards. We were highly commended at the Health Service Journal Digital Awards for our Artificial Intelligence assisted Cataract 'Dora' Pathway, which conducts surgical follow-up calls with patients and has reduced waiting times for follow-up calls from ten weeks to just two weeks
- We collaborated on ground-breaking research trials and developing new treatments in areas such as breast cancer and heart disease.
- We acquired a new robotic system called the da Vinci Xi, enabling surgeons to perform complex keyhole surgeries that reduce infection risks and promote faster recovery for patients.

Making our money work

- In 2023/24, against a stretching target of £33.3m, the Trust delivered over 100% of target, delivering £33.4m of savings and in 2024/25, an extremely challenging savings target of £45m was set; the Trust is expected to deliver this saving, with more than 70% recurrent.
- We introduced an electric pool car fleet and charging points at Wexham Park and Frimley Park hospitals and dedicated electric cars for clinical teams working in the community and across sites resulting in a saving of over 90,000 business mile claims and 20 tCO2e per annum.
- We installed Light-emitting diode (LED) lighting and a combined heat and power plant at Wexham Park Hospital - saving over 1,500 tCO2e and £750k per annum.
- We achieved a Building Research Establishment Environmental Assessment Method (BREEAM) rating at Heatherwood Hospital of 'Very Good' and are forecast to reduce carbon emissions by approximately 60% per patient contact by 2025.
- Implementation of voice recognition to reduce requirement of typing

Advancing our digital capability

- We launched our state-of-the-art Electronic Patient Record system, bringing together more than 200 computer and paper-based systems - making us one of the most digitally advanced trusts in the country.
- We access data and information held by healthcare partners through our shared record, Connected Care, helping to join up care and continue to develop remote monitoring to support our virtual wards.
- Our MyFrimleyHealthRecord has thousands of 4 and 5 star reviews on the play store app stores, with 42% of patients accessing the app within its first two years.
- We invested in robust digital infrastructure – WiFi, workstations on wheels and mobile devices all replaced
- We migrated many of our services and applications to the cloud, increasing reliability and uptime
- We replaced our legacy managed print contract with new printing hardware and significant financial savings and we replaced our telephony software (switchboard) – giving better patient experience in contacting the Trust

Frimley Health 2030

Our vision

“Compassionate, effective, modern”



Our values

Committed to excellence

We are committed to excellence in everything we do, striving to be one of the best acute trusts in the country.

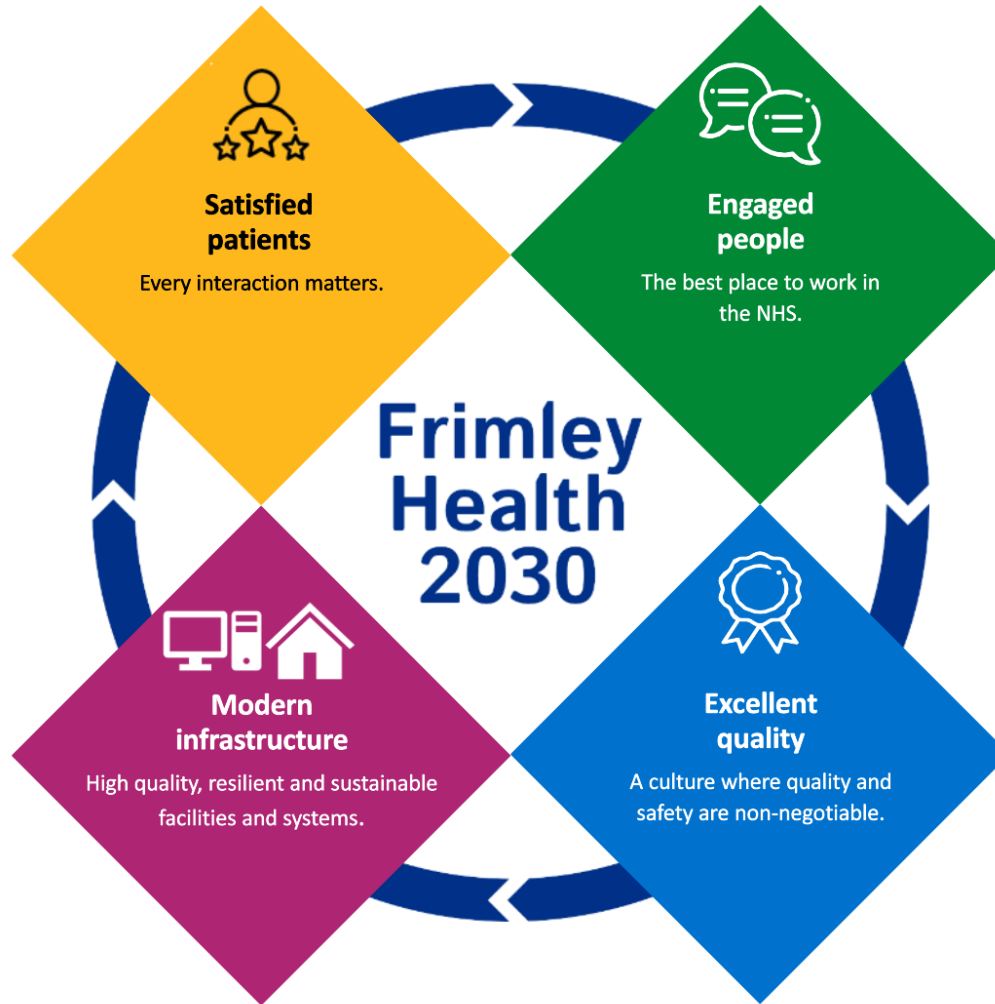
Working together

We are working together as one team dedicated to meeting patient needs.

Facing the future

We are facing the future, continuously improving our performance and adapting services to meet demand.

Our strategic ambitions



A virtuous circle, we will ensure that our patients are satisfied by focusing on our amazing people, delivering high-quality clinical outcomes and improving our infrastructure to make Frimley Health a great place to deliver and receive care.



Satisfied patients

Every interaction matters

We exist for our patients. We want every patient who interacts with us to be satisfied. We will provide compassionate, co-ordinated care in the most convenient location. We will make a step change in the way we communicate, using technology to improve our service for our users.

What we want to achieve by 2030

We have identified a range of ambitious, exciting priorities and actions that will help us achieve our satisfied patient's ambition and grow our reputation as a healthcare leader within this space. We are committed to supporting a healthier population, so that our patients and their families/ carers live better for longer. We will deliver excellent quality and value for money to ensure that our patients are satisfied.

Our patients' feedback matters

We are committed to listening to our patients and their families/ carers and responding to their needs. We want each patient to feel satisfied with every interaction they have with our trust. We will use innovative ways to collect patient and their families/ carers' feedback and use it to improve our services.

We have a responsibility as an anchor institution

We recognise that we are a large local employer and provider of public services. Taking this responsibility seriously, we will help to improve the health of our diverse communities and take specific action to reduce health inequalities in our populations, making our services more accessible to all. We will partner with local authorities, organisations and services in a meaningful way to make a difference to residents.

Co-designing our future services together and providing our patients with choice

We will involve patients and their families/ carers in developing, transforming and improving services. We will continuously improve our services and care by learning from incidents and/or lived experience. Our patients will be involved in decisions about their care, in line with the principles of shared decision making and Martha's Rule. Where appropriate, our patients will have choice in where, when and how they are seen and/ or treated.

Care will be provided in more convenient locations

Working with our partners, we will provide seamless care closer to people's home. We will focus on providing remote monitoring and virtual wards to allow people to stay at home and be cared for in the community for diagnostics and preventative care, where clinically appropriate. For patients requiring a hospital visit, we remain committed to providing the highest standards in the best environments. We want patients to feel empowered to make choices on where they receive their care and take an active interest in their care.

Our communications will be highly effective

We will communicate with our patients in a way that meets their needs. Excellent communication is an important part of a patient's care. We will ensure that information is accurate, relevant, timely, understood and up-to-date. Our patients will have appropriate information at their fingertips. Using technology, patients will be able to communicate with us at convenient times, using our MyFrimleyHealthRecord to manage appointments (where clinically appropriate) and improving two-way communications with clinicians. We will also communicate with our patients in other ways/ through other communication channels if that is their preference.

Patients care will be joined up and connected

We will coordinate and deliver seamless healthcare across each patient's care pathway, between healthcare professionals, our hospitals and the community to enhance the experiences and the lives of our patients and their families/ carers. We will work in collaboration with our integrated care system partners to reshape how we deliver care, with the patient at the centre of all that we do, to focus more on prevention. We will enhance our links with local authorities, organisations and services and use our Connected Care data and patient involvement to help us drive transformation. With our system colleagues we will focus on Population Health Management and reducing inequalities across our geographies.



Quick, easy access to the care you need when you need it

We are committed to delivering quick easy, access to diagnostics and the best care. We will aim for our patients to get an accurate diagnosis and the care they need when they need it. We will work closely with our system partners to reduce health inequalities and improve access for all and reduce inconsistencies in our services. We will invest in projects to reduce health inequalities, such as outreach programmes and research. We will move more of our services closer to home and focus more on prevention. Our environments will be easy to access and provide a great patient experience.

Providing Value for Money

We appreciate that for every £1 of tax collected, 20p is funding the NHS. We recognise our responsibility to optimise our resources, be financially sustainable and carefully manage our money to provide the best value. We will actively seek opportunities to use systems and technology to be more efficient and remove waste from our organisation. We will generate additional income through commercial opportunities such as in contracting, education, estates and retail, innovation and research, outsourcing, partnerships and private patients- with earnings from income invested into our frontline NHS services and maximise our resources.

We will reduce the time patients wait to receive their care

We will focus on reducing our waiting lists, aiming for 95% of patients that need to attend one of our emergency departments being seen within 4 hours of arrival and ensuring 92% of our patients get seen and treated within 18 weeks of being referred to us. Patients referred to us who may have cancer will be seen in line with the national standards and timeframes.

Meeting the needs of our diverse patient population

We will adapt how we communicate and care for patients with specific needs such as, hearing and sight loss, physical disability, other languages or neurodiversity. We are committed to providing an equitable healthcare service.

How we will achieve our ambitions

Our values and culture

- We will live our values to ensure our 13,500 people behave in a way to deliver the best quality care and services.

Our culture

- Our people and our leaders will be trained, supported and coached to put patients at the centre of everything we do, and be responsive.
- Our people will look after their colleagues and their health and wellbeing. If they are happy at work, they will deliver better quality services.

Frimley Excellence – Continuous Quality Improvement

- We will embed a culture of CQI across all areas, making improvements based on feedback, data, research, innovation and best practice.

Technology

- We will develop the MyFrimleyHealthRecord to support improvements in how patients experience their care through appointment booking, communication with clinicians and accessing timely, quality information about their condition
- We will invest in digital technologies, equipment, and infrastructure, to reduce administrative burden and free up our precious resources to focus on what really matters.

Reducing waiting times across all our pathways

- We will reduce the time our patients wait to receive care through innovative initiatives and working with our partners

Involving patients and their families/ carers

- We will involve our patients and their families/ carers in how we deliver care in the future.

Value for money

- We will deliver excellent quality and value for money, using our resources well to ensure that our patients are satisfied.

Care that is: *Compassionate, Co-ordinated, Closer to home, Communicated well and Co-designed.*



Engaged people

The best place to work in the NHS

We believe everyone deserves to be happy and fulfilled at work. When our people are engaged, they provide better care and service to our patients and are more effective and productive. We want every one of our people to be motivated, empowered and involved in making Frimley Health better every day.

What we want to achieve by 2030

To have engaged people and make Frimley Health the best place to work, we will listen to everyone's ideas and make sure our people are recognised and rewarded. We have identified a range of priorities and actions that will help us achieve our engaged people ambition.

Our values are embedded in everything we do

Our values, Committed to Excellence, Working Together and Facing the Future sit at the heart of what we do. We will use our values as part of recruitment, performance reviews and ongoing assessments to ensure our teams behaviour aligns with them. We will be a compassionate, fair and inclusive organisation- addressing bias, discrimination and disparities, embracing equality, diversity and inclusion, empowering everyone to live our values and be positive role models.

We listen and communicate well with our people

Our people are our biggest asset. We will find the best ways to listen to them, understand what matters to them and respond quickly to make improvements. We will ensure that we are focused on the areas which will make the biggest improvements to staff satisfaction. We will regularly communicate with our teams to ensure they understand why we are doing things and to understand how change is landing. We will celebrate success and hard work, making sure our people are thanked when they go the extra mile.

We will be known as a caring and safe organisation

We will support each other and work together, acting in a kind, compassionate way and help each other thrive. We are committed to supporting people to work flexibly. Our people's safety at work is a priority. We will not tolerate discrimination, bullying and/or harassment against any of our people as we value equality, diversity and inclusion within our trust.

A culture of openness is critical to an engaged workforce

We know that having an open and honest culture is critical to an engaged workforce that continuously learns and improves. We will champion speaking up by making sure our people know how to speak up, feel safe and are encouraged to do so. When someone speaks up, we will thank them, listen and follow up.

Our people will represent our local population

We will celebrate our diverse patient populations, people and teams, embracing equality, diversity and inclusion. Our people will represent our local communities, and our leaders will be diverse and inclusive.

Our own talent will be nurtured and grown, and we will attract outside talent

We will be the best place to work in the NHS. We will also invest in our own talent through succession planning, coaching, education and development. All our people will have equitable access to opportunities to grow and develop. We will prioritise a positive, respectful and transparent recruitment experience and aim to attract talented people to join our trust.

New roles and ways of working to Face the Future

We will help our people reach their full potential, working at the top of their licence where appropriate. As our local population's health and care needs change and technology and innovation grow, we will adopt new innovative roles to meet the needs of our patients and their families/ carers. As we move care closer to home and into the community, our people will adapt and change to continue to deliver excellence inside and outside the hospital setting. We will protect and nurture our people to adapt to new roles by building multi-disciplinary teams, enhancing skill-mix and reshaping our teams to be fit for the future. We will be financially sustainable, and Facing the Future is key to this – doing things differently, more effectively and productively.

Quality is non-negotiable as we work effectively, efficiently and productively

Working effectively, efficiently and productively will not compromise patient care, but enable our people to focus on tasks that provide value for our patients and their families/carers. It also enables our people to thrive at work. Our people will be digitally literate. We will modernise our ways of working, supporting our people to be more effective in how they do things and harnessing digital technologies such as Artificial Intelligence and digital channels. We will be in the top 25% of Trusts for productivity and the resources released will contribute to future investments as well as ensuring we are financially viable. Our people will have fulfilling, innovate and collaborative roles and a flexible work/ life balance.

Our leaders will be coached, mentored and developed to lead well

Our leaders will be adaptable, resilient and compassionate to embed our values and grow a culture of accountability. Our people will work across boundaries to collaborate and not be constrained by old ways of working.

The health and wellbeing of our people is important to us, modern benefits for a modern NHS

Our people will have access to initiatives that drive health and wellbeing, supported by their colleagues and leaders. We are committed to providing agile working, including flexible and hybrid working where possible and having the best benefits packages in the NHS.

We will invest in education, training, mentoring, coaching, research and innovation

The pace of change is accelerating, and we are committed to equipping our staff with the knowledge and skills to face the future. Through our Frimley Excellence programme we will embed a culture of Continuous Quality Improvement. We will also invest in our people through education, training programmes, structured learning, coaching, mentoring and apprenticeships. A particular focus will be on supporting our people to be digitally literate and develop their digital skills and knowledge to work in modern ways and optimise the use of technology. Together with our education partners we will provide the best clinical education for our people. By investing in our people we will have a low turnover and vacancy rate.

How we will achieve our ambitions

Our values and culture

- We will invest in training, coaching and our leaders will role model our values
- Living our values means we will have engaged people and most of our people recommending us as a great place to work
- We will lead and support our people to be engaged in their work and the future of Frimley Health by communicating well, listening, celebrating success and modelling the right behaviours and doing what we say we will do.
- We will lead our people to believe in our vision and support them to work in ways that help us achieve our ambitions

Our people

- We will have robust succession planning and recruitment processes, that also addresses equality, diversity and inclusion in senior roles
- We will invest in our people through coaching, education and training, secondments and celebrating success
- We will invest in research and innovation
- We will develop and create equality, diversity and inclusivity networks
- We will use data, train our people on Frimley Excellence, invest in digital technologies to be responsive, effective, efficient and productive
- We will provide training and support to every person that requires help with becoming digitally literate

Facing the Future

- We will provide advanced practice opportunities for all our professions
- We will embed Allied Health Professions and nursing and physician associate roles
- We will protect and nurture our people to thrive as their roles potentially change in the future

Value for money

- We will use our resources effectively and we will be the best place to work in the NHS
- We will be a financially sustainable organisation, maximising our annual budget

Charity

- We will collaborate with our charity to enhance staff wellbeing





Excellent quality

A culture where quality and safety are non-negotiable

Our ambition is to deliver excellent quality in everything we do. We will actively champion quality and safety and always be committed to the highest-quality clinical outcomes for patients. We will equip our staff with the knowledge, tools and techniques to deliver excellent quality in all that they do and focus on innovation and research.

What we want to achieve by 2030

We will strive for excellence. We are committed to making every interaction with our patients count – we will have a patient centred approach in everything we do. We will deliver compassionate, timely, seamless care that has high quality clinical outcomes. Our culture of Continuous Quality Improvement, underpinned by real time data, robust evidence and research will enable us to achieve our aim of excellent quality standards, experience and outcomes. We will reduce health inequalities and are committed to inclusivity and diversity. We will aim to be amongst the best for quality in the NHS and globally.

Delivering excellent quality in what we do

By excelling at the fundamentals of care, for example reducing falls, preventing pressure ulcers, getting nutrition right and effective infection prevention control our patients will be kept safe and well cared for. Our patients will have high quality clinical outcomes and receive compassionate, seamless care throughout their care journeys.

By delivering compassionate, seamless care through best practice and excelling at meeting our clinical standards we will optimise clinical outcomes

Our teams will work to excel at all quality standards that are set out, nationally, regionally and locally. We will aim to consistently be in the upper quartile of performance in all national standards and benchmarks.

We will accelerate the adoption and fostering of innovation in healthcare

We will adopt and foster innovation and advancements in healthcare and the healthcare industry, such as Artificial Intelligence, genomics and robotics, to deliver high-quality, personalised care. We will develop an Innovation Hub to support the process from ideation to commercialisation and distribution. We will collaborate with the regional Health Innovation Networks and industry partners/ universities.

Care will be seamless and unwarranted variation and health inequalities will be reduced

We will work in collaboration with our Integrated Care System, regional and national partners to deliver excellent quality and seamless care. We will reduce unwarranted variation and health inequalities in access, experience, healthy life expectancy and outcomes.

We will make decisions together on the best course of treatment

We will share up to date, easy to understand and accurate information with our patients and their families/ carers about their condition and treatment options. We will make decisions together about what the right course of treatment is.

All our staff will be trained in Continuous Quality Improvement (CQI)

Our Frimley Excellence Programme will equip all of our people with the knowledge and skills to practice CQI in their daily roles, including huddles, problem solving, data analysis, team building, research, digital improvements/ enhancements, best practice, celebrating success and collaborating and innovating together. We will support our staff to work more safely, effectively and productively to enable them to be fulfilled in their roles, deliver high quality care and have a good work/ life balance.

Patient safety will be non-negotiable to our approach

We will champion a culture where quality and safety are non-negotiable. We will learn from incidents and/ or lived experience and embedding CQI. We will reduce safety and quality incidents and reduce the number of avoidable deaths and harm.

Our people will have more time to focus on things that matter

As we modernise our ways of working, embrace technology and innovation, our colleagues will have more time to do the things that matter to them, for example spend more time with patients, build relationships, do improvement projects, focus on their health and wellbeing and focus on innovation and research. We will ensure our digital process are as efficient and effective as possible.



We will continually improve our quality through a structured approach.

We will always be committed to the highest-quality outcomes for our patients (despite the operational pressures we are under), continuously improving our performance and productivity such as our annual Quality Priorities and our Care Quality Programme (CQP) which will support our commitment to excellence in healthcare, excelling at the fundamentals of care and getting the best clinical outcomes for our patients.

We will build on our Getting It Right First Time (GIRFT) elective care hub accreditation at Heatherwood and the GIRFT Further Faster initiative to improve outcomes and the quality of care, by reducing unnecessary variations, increasing the pace of recovery and reducing waiting times.

Excellent Learning and Development

Our people will be encouraged to grow and develop through access to education, training, coaching, mentoring and apprenticeships. We want our people to be their best and deliver excellent quality work.

We will build on our capabilities to lead research and invite more patients to studies and trials

We will lead more studies ourselves (as well as continuing to contribute/ participate with our partners in other studies/ trials). Inviting more patients to studies and trials can further enhance clinical outcomes for our patients as well as patients in other healthcare networks. Research will be more visible across our Trust, Integrated Care System and partners. We will develop our research portfolio, establishing Frimley Health at the frontline of research in the south-east.

Right Care, in the Right Place, at the Right Time

We know that by providing the Right Care, in the Right Place, at the Right Time, our patients are more likely to get an accurate, timely diagnosis and get treated accordingly. We are therefore committed to reducing wait times, providing care in the community and in our hospitals and access to the best care.

How we will achieve our ambitions

Our values and culture

- We will live our values which means we will deliver excellent quality.

Frimley Excellence – Continuous Quality Improvement

- We will equip our people with the tools and techniques to drive quality and place our patients' health and wellbeing at the heart of what we do.

Quality priorities

- We will agree our annual quality priorities, in collaboration with our governors and patients
- We will review and monitor data in terms of safety, in all we do, including and not limited to sepsis and medicines
- We will join up care pathways across Primary, Secondary, Tertiary, Community and Social Care
- We will strengthen and optimise our clinical systems and training to make sure we have the fundamentals of care right.

Striving for the excellence

- We will provide education, training, support and coaching to continuously improve our processes and outcomes

Optimising how we deliver care

- We will build on our Getting It Right First Time (GIRFT) elective care hub and the GIRFT Further Faster initiative
- We will deliver more one stop clinics and increase the use of virtual outpatient appointments
- We will build a new Clinical Diagnostic Centre in Slough
- We will optimise Same Day Emergency Care services
- We will build on our planned care pathways, with more day cases and community outpatient procedures
- We will invest in precision surgery and innovative ways of delivering care



Modern infrastructure

High quality, resilient and sustainable facilities

We will aim to provide the best environments for our colleagues to thrive, create outstanding spaces for patients and families, and lead in digital healthcare by accelerating technology adoption.

What we want to achieve by 2030

Over the next 5 years we will continue to invest in modernising our infrastructure: our buildings and digital technologies to enable us to provide excellent quality and have satisfied patients and move towards community provision and prevention. Through digital innovation and new ways of working we will deliver value for money.

Our world matters to us and we take our responsibility in Environmental and Social Governance (ESG) seriously, now and for future generations

We are committed to looking after our world for our future generations, acknowledging the impact that Climate Change has on health. We will deliver our Green Plan and a new net zero Frimley Park Hospital. Our Green Plan will guide us and our people to reduce waste and adopt alternative approaches, techniques and technologies to support sustainable practices. We will deliver efficiency improvements and reduce our CO² emissions (Net Zero Scope 1 and 2 by 2040). Our governance, processes and procedures will drive our people and patients to make better decisions around ESG.

Modernising Wexham Park Hospital and maximising Heatherwood Hospital

We will invest in Wexham Park Hospital, modernising and remodelling the estate to enable the delivery of excellent quality and care and reduce inequalities. Wexham Park Hospital will continue to deliver acute and local services for its communities as well as offer support services to a wider geography. We will expand our Getting It Right First Time (GIRFT) accredited elective centre at Heatherwood Hospital - one of the best planned care facilities of its kind in the NHS.

Out of hospital facilities – bringing care closer to home

We will move care closer to home where clinically appropriate, including but not limited to Clinical Diagnostic Centres, our Urgent and Emergency Care Centres, Community Hubs, more outpatient procedures (simple procedures) in the community. We will provide proactive and holistic multidisciplinary care for patients.

We will deliver a new Frimley Park Hospital (FPH) in 2030

We will involve our patients, communities, people and partners in the development of our once in a generation new Frimley Park Hospital to ensure we take every opportunity to enhance our patients' experience, transform our services and the hospital environment. This will include digitally innovative designs that fulfil the principles of a 'smart hospital', that support sustainable practices, drives the best clinical outcomes, offers the best experiences to our patients and our staff and delivers the Right Care, in the Right Place, at the Right Time.

Relaxed environments that provide additional facilities to support our people

We will be known for our calm, friendly relaxed environments with convenient access to retail stores, to grab essentials while on the go. Our people will have access to health and wellbeing facilities and services that support them to thrive at work, such as gyms, health checks, massages and wellness days. We have two on-site nurseries to support our people with young children. Our education areas will provide the best spaces for our people to learn and develop.

We will build on our commercial opportunities, partner with industry leaders and invest earnings from income back into our NHS services

We will become the leading NHS private patients' service outside the M25, through our Parkside private patient facilities at Frimley Park, Heatherwood and Wexham Park hospitals. We will build on commercial opportunities in contracting, education, estates and retail, innovation and research, outsourcing, partnerships and private patients.

Create meaningful partnerships to maximise our facilities

We will build long-term partnerships to create a future where outstanding care is not restricted by the space we have available to us. We will work with industry experts to unlock our complex estate management challenges to transform our spaces and how we deliver care. We will partner with industry leaders in our transformation journey, transforming how and where we deliver care, ensuring our resources are used effectively.

Optimising our electronic patient record and shared care record

We will expand our electronic patient record to new specialties and close legacy systems, enhancing patient experience, staff efficiency, and care quality. Governance will ensure oversight via CPIO, CNIO, CCIO, and the transformation team, prioritising patient safety. Digitising processes will free up time for valuable tasks and ensure value for money. Data, from across the system will guide decisions on care, health equalities, management, clinical pathways, and transformation, directing performance and spending priorities to deliver excellent quality care.

Advance as a digital healthcare leader and accelerate the adoption of digital technologies.

We will lead in the implementation of the latest technology in healthcare, investing early in innovation that will improve outcomes. We will deliver the new technologies through our New Hospital Programme. We will strive to achieve the highest digital maturity benchmark, positioning us as one of the most digitally-enabled Trusts in the country and continue to build on our international reputation for Artificial Intelligence – clinically and non-clinically. We will pioneer digital transformation.

Refreshing our hardware and replacing non-clinical legacy systems

Our patients and their families/ carers will be able to connect to the internet safely, quickly and easily at all of our sites. To modernise our technology, our teams will continue to refresh our hardware, with an increased focus on mobile devices. We will review and replace non-clinical legacy systems for example Estates and Human Resources.

Communication channels and other technologies

Through the MyFrimleyHealthRecord, we will open new channels for communication, providing accurate, easy to understand and up to date information. Through the MyFrimleyHealthRecord, our patients will be able to manage their appointments and contact teams, where clinically appropriate.

How we will achieve our ambitions

Investing in our Estates

- We will build our new Frimley Park Hospital
- We will modernise and invest in Wexham Park Hospital
- We will expand Heatherwood Hospital
- We will invest in our community sites, such as CDCs

Investing in and accelerating the adoption of Digital Technologies

- We will continue to invest in reliable Wi-Fi connectivity across all sites
- We will optimise the use of our Electronic Patient Record
- We will increase the usage and functionality of the MyFrimelyHealthRecord
- We will grow our use of Artificial Intelligence within the bounds of legislation, both clinically and non-clinically
- We will expand our communication channels
- We will continue to invest in innovative technology such as remote monitoring, virtual wards and wearable devices
- We will shift processes from analogue to digital
- We will analyse data and use it to drive decisions
- We will involve our people, partners and patients in how we transform our services
- We will use Frimley Excellence to improve care through digital

Environment, Social and Governance (ESG)

- We will achieve our Green Plan
- We will revise our procurement processes to ESG criteria
- We will invest in initiatives to reduce carbon emissions
- We will invest in wellness initiatives for our staff
- We will invest in education and training around ESG but also in clinical and non-clinical areas



What our strategy means



Our strategy will mean that our patients and local populations...

-  Receive excellent, compassionate, seamless integrated care
-  Have more timely access to diagnostics and treatment
-  Are seen and treated more often in a community setting closer to home or in the comfort of their own home
-  Use digital and technological innovations to support their health and care
-  Will be living healthier, more independent and longer lives
-  Are empowered to self-care and take an active part in their health where appropriate
-  Will have access to timely, relevant and easy to access information about their care

Our strategy will mean that our people...

-  Are nurtured to be agile, adaptable and developed for the future
-  Feel valued, proud and respected in all that they do
-  Are supported to continuously develop themselves and their services
-  Feel treated equally and with fairness, celebrating difference
-  Deliver high quality services every day
-  Work in high quality, modern and sustainable facilities
-  Work productively, efficiently and effectively so that our money is spent well

How we will measure our success



Satisfied patients



- At least 90% of patients would rate their experience as positive and we will increase our response rates year on year (Friends and Family Test and National Patient Experience Survey).
- We will ensure 95% of patients are seen within 4 hours of their arrival in A&E and deliver treatment to 92% of patients within 18 weeks of being referred to us.
- 75% of our patients will be actively using the MyFrimleyHealthRecord.

Engaged people



- At least 80% of our people would recommend FHFT as a great place to work and we will increase our response rates year on year (National Staff Survey).
- We will increase the diversity of people in roles at band 8a and above.
- We will deliver our financial targets and be in the top 25% of trusts for productivity in the NHS.

Modern infrastructure



- For the emissions we control directly (the NHS Carbon Footprint), we will reach net zero by 2040, with an ambition to reach an 80% reduction by 2030.
- We will open a brand-new Frimley Park Hospital with state-of-the-art facilities, expand Heatherwood, modernise Wexham and invest in our community sites.
- We will achieve the highest international digital maturity benchmark.

Excellent quality



- We will score the highest possible rating for any accreditation or external review and consistently be in the upper quartile for key National Audit Programmes.
- All of our staff who have been in post for at least 2 months will have completed the Frimley Excellence Programme and be contributing to Continuous Quality Improvement in their respective roles.
- We will work with our integrated care system to ensure that patients receive the Right Care, in the Right Place, at the Right Time.

Our Clinical Strategy

We are also currently developing a new 5-year Clinical Strategy to complement and go hand-in-hand with our **Frimley Health 2030** strategy, ensuring we are focused on the right clinical principles and priorities as a healthcare organisation.

Reshaping care for the future

Our ambitious new 5-year clinical strategy will outline the care we deliver, how, and where. We will move care into the community (where appropriate), focus on prevention, and maintain excellent acute care in our hospitals.

Co-designed and clinically led

We will prioritise excellent patient care, experience, and outcomes. Our services will be co-designed with patients and their families/ carers, led by clinical teams in hospitals and the community.

Care that is closer to home

We will move more services to the community and to more convenient locations, collaborating with partners and the integrated care system. Care will be delivered closer to home for easier access to the Right Care, in the Right Place, at the Right Time, for example, our Clinical Diagnostic Centres and Community Hubs. We will build more multidisciplinary teams and harness digital technologies to care for patients with complex needs.

Delivering high quality care across Frimley Health

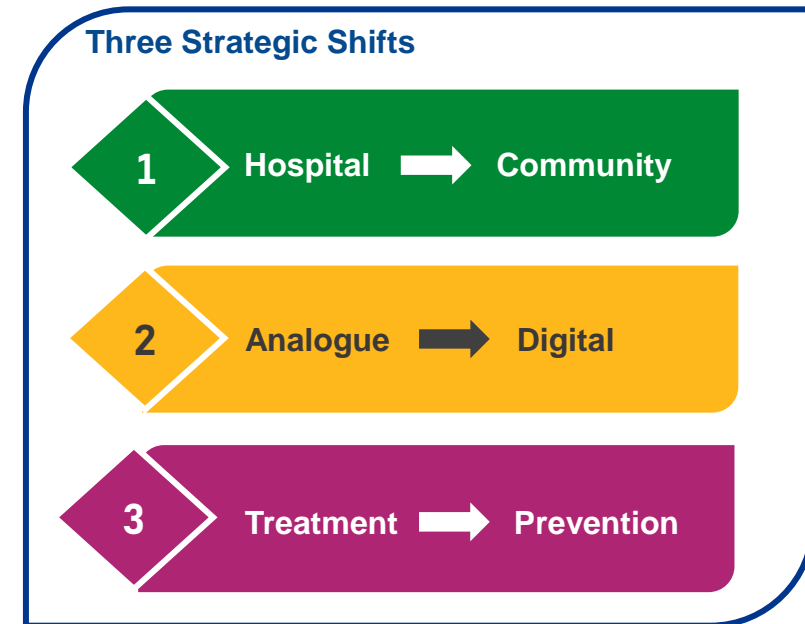
We will invest in community sites as we move care closer to home. Our award winning and GIRFT accredited planned care hospital at Heatherwood will be expanded to treat more patients and provide mutual aid. We will invest in Wexham Park hospital to modernise the estate and expand support services at the site. Our new Frimley Park hospital will be state-of-art building to deliver care.

Shifting care from treatment to prevention

We will work with our clinical teams, integrated care system, partners and patient groups to reshape how care is delivered, with an emphasis on prevention. More people will live well and stay well as we reduce unplanned care, shifting to more planned and proactive care.

A leader in research and innovation

We will be a leader in the south-east for research and innovation, including remote monitoring, screening and Artificial Intelligence. We will also expand the role of translational research (bench to bedside) and genomic medicine. We will aim to reduce health inequalities across our catchment.



Centre of Excellence for Specialised Services

We will be a Centre of Excellence for several specialties, providing the highest quality care. This will reduce health inequalities and provide specialist care locally.

Digitally enabled care

Our Electronic Patient Record and Connected Care records and data will enable us to push the boundaries of how care is delivered. We will reduce our reliance on analogue processes, to reduce waste and focus on providing the best care. We will understand our patient populations and provide more targeted care.

We are committed to delivering seamless, holistic care for our patients, so they have the best clinical outcomes and experience.





Conclusion

Our ambitious **Frimley Health 2030** strategy details how we will reshape healthcare, working with our Integrated Care System and Partners to provide compassionate, effective and modern care for our patients. We have engaged with our patients, our people and our partners to understand what is important to them.

We believe that great teams will create outstanding patient experiences and we want to have an environment where our patients and people are the happiest they can be in environments we can all feel proud of. Our commitment to the Environment and Social Governance agenda will contribute to a better world for generations to come.

Our values are embedded in our culture, and we will continue to be Committed to Excellence, Working Together and Facing the Future. They will be a core part of everything we do and how we behave.

We will reshape how healthcare is delivered, shifting activity from the hospital to the community where clinically appropriate, moving from analogue to digital and changing care from treatment to prevention. This will require some bold steps but we have the foundations in place to support us.

Frimley Health 2030, will mean that our patients are satisfied with the care and experience they receive, and that they receive the Right Care, in the Right Place, at the Right Time. Our MyFrimleyHealthRecord and other communication channels will ensure that our patients receive accurate, timely and meaningful information about their care in a way that meets their needs and is easy to understand.

Our ambition is for our patients and their families/ carers to be satisfied with every interaction they have with the trust and our system. We will provide compassionate, co-ordinated care in the most convenient location. We will make a step change in the way we communicate, using technology to improve our services for our users. We are committed to supporting healthier populations, so that our patients and their families/ carers can live better for longer.

Our people will be engaged and fulfilled in their work to deliver better patient outcomes, higher satisfaction, cost savings, and improved communication. We will have more diversity across leadership roles, and we will continue to have low turnover and vacancy rates. Our people will be effective, efficient and productive in how they work, to reduce waiting times for our patients. We will have invested in research and innovation, education and training, coaching and apprenticeships.

Excellent quality sits at the heart of what we do, ensuring that the care we deliver meets the needs of our patients and their families/ carers. Our patients will have high quality clinical outcomes. Through our Frimley Excellence programme, Continuous Quality Improvement will be embedded in our daily routines, driving excellent quality.

We are committed to providing value for money and will be financially sustainable. We will build on commercial opportunities in contracting, education, estates and retail, innovation and research, outsourcing, partnerships and private patients- with earnings from income invested into NHS public services.

Our modern infrastructure will provide the best environment and facilities for our patients and their families/ carers to be cared for and for our people to thrive in. Not only will we be modernising our estates, but we will be incorporating infrastructure that contributes to the health and wellbeing of our patients and people.

We will be a leader of digital technology within healthcare, which will enable us to provide seamless care between teams, our hospital and the community. We will be a leader in Artificial Intelligence, and we will have technologies that reduce the administrative burden on our people to free up time to care and enable us to use our resources effectively. We will have modern ways of working.

We are excited about the next 5 years and look forward to delivering our **Frimley Health 2030** Strategy together with you.



Keeping in touch

There are many ways you can keep in touch with us and stay up to date about how our strategy is progressing.

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Committed to excellence

Working together

Facing the future



Compassionate
Effective
Modern