

# Strategic Direction

2012 - 2015

Delivering  
Compassionate and Safe  
Healthcare





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# Introduction

Our Strategy is founded on our desire to provide the best possible care for patients. Over the next three years, we aim to:

- ◆ consolidate our role as the acute service provider of choice;
- ◆ deliver high quality, safe services that meet our patients' expectations;
- ◆ deliver on our commissioners' and regulators' requirements;
- ◆ develop our workforce and facilities to assist in maximising our productivity and efficiency

We intend to focus on improving the experience that patients have at our hospital and make it a safer place in which to be treated.

We know we must provide value for money and that there are opportunities to improve our productivity. We must target our improvements if we are to retain financial health and invest in services for the future. We intend to invest in improving our facilities and ensure that staff recognise us as

being an exemplary employer. We will be working closely with our partners over the coming years to achieve the best and most effective models of care.



The NHS of the future will be very different and a significant proportion of all NHS hospitals' income will be related to the standards they achieve and the views expressed by patients about their experience. Demand for patient services is likely to increase as a result of an ageing population and a prevalence of long-term conditions. Where it is appropriate, safe and affordable, the Trust aims to maintain its services, either in hospital or the community, to provide the best possible access to local residents.

The economic downturn will affect the whole NHS. There will be a net reduction in expenditure of £20 billion nationally, over the next few years. In the face of this restraint, hospitals must ensure they are able to deliver high quality, value for money services to the community.

The rapidly changing healthcare landscape will see us forming new and stronger links with Clinical Commissioning Groups who will be our commissioners. The introduction of the 'any qualified provider' concept means we must work in a more business-like manner, positioning ourselves for an increasingly competitive market.



Our Strategy at Dorset County Hospital, which aims to recognise and address these issues, is a result of collaboration between the Board, Governors, Staff and Stakeholders. We have revisited the Vision, Mission and Goals of the hospital and believe, by delivering this Strategy, we are well positioned to meet the challenges the NHS is facing. This Strategic document outlines how we aim to maintain a strong and viable hospital into the future.



## Who we are and who we serve

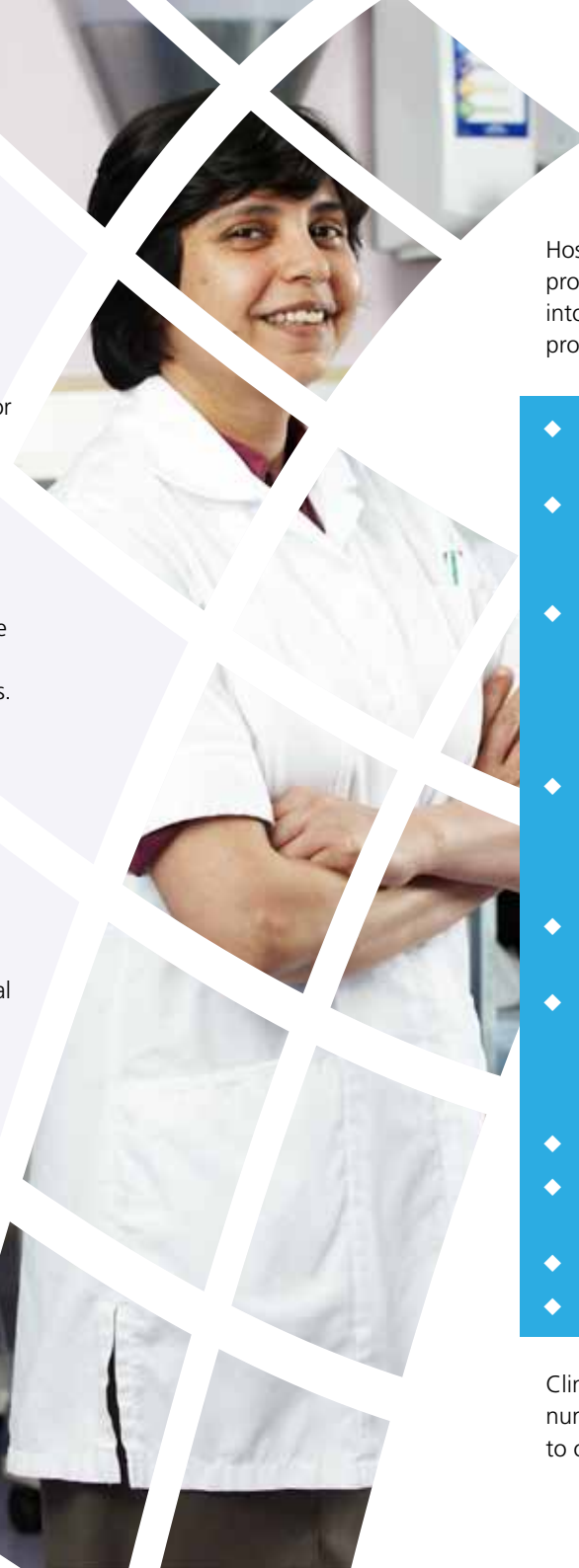
Dorset County Hospital NHS Foundation Trust (DCHFT) is located close to the centre of the town of Dorchester, Dorset and is a modern, 435-bed hospital. It provides the full range of general, acute hospital services including an emergency department. Dorset is a medium-sized county with a smaller than average, sparsely distributed and mainly rural population. Over a quarter of the population is of retirement age (in the whole of England, this figure is less than a fifth). The population of Dorset has been growing faster than the national average, particularly in the older age groups in which long-term illness is more common.

The major causes of premature death in the population are coronary heart disease, cancer and stroke. Road traffic accidents kill or seriously injure up to 300 people per year, many of them children and young people. Overall, smoking levels are low but are high amongst younger people. Rates of obesity in school age children are high and, if not addressed, will lead to significant increases in diseases in later life such as diabetes and heart disease.

Life expectancy in Dorset, as a whole, is rising and is the third highest in England

at 79.9 years for men and 83.8 years for women respectively compared to 76.9 and 81.1 nationally. There is a degree of local variation with a difference of eight years life expectancy for men in the most deprived areas in Weymouth and Portland and the least deprived in East Dorset. Dorset also has an average prison population of 2,200, which presents its own particular health needs.

The hospital serves a population of approximately 215,000 people who reside mainly within the west of the county of Dorset. A county-wide renal service is provided to the whole of Dorset and into Somerset serving over 750,000 people. The role of the hospital has changed since the concept of the district general hospital was introduced in the 1960s.



Hospitals, such as ours, need to work closely with other providers if we are to maintain a viable organisation into the future but services core to our operation as a provider of acute care are:

- ◆ full Emergency Department services for major and minor accidents and trauma;
- ◆ emergency assessment and treatment services, including critical care (the hospital has trauma unit status);
- ◆ acute and elective (planned) surgery and medical treatments, such as day surgery and endoscopy; outpatient services; services for older people; acute stroke care; cancer services and Pharmacy services (not inclusive);
- ◆ comprehensive maternity services including a midwife-led birthing service, community midwifery support, antenatal care, postnatal care and home births. There is a Neonatal Intensive Baby Unit;
- ◆ children's services, including emergency assessment, inpatient and outpatient services;
- ◆ diagnostic services, such as fully accredited pathology, liquid-based cytology, CT scanning, MRI scanning, ultrasound, cardiac angiography and interventional radiology;
- ◆ renal services to all of Dorset and parts of Somerset;
- ◆ a wide range of therapy services, including physiotherapy, occupational therapy and dietetics;
- ◆ teaching, training and research;
- ◆ corporate and support services.

Clinical services are provided in the community but, for a number of highly specialised services, patients do travel to other trusts.

# Vision and Mission

## Our Vision is:

'Delivering  
Compassionate and Safe  
Healthcare'

## Our Mission is:

'DCHFT will achieve its vision by  
working relentlessly to:

- ◆ deliver effective healthcare through professional, well motivated and committed staff;
- ◆ achieve high quality and safe clinical outcomes;
- ◆ improve the patient experience;
- ◆ provide value for money;
- ◆ learn from our experiences in order to improve services.'



# Plan for 2012-2015

## The Plan for DCHFT, for the three-year period 2012-2015, is based upon:

- ◆ consolidating our role as the acute service provider of choice;
- ◆ delivering high quality, safe services that meet, or exceed, our patients' expectations;
- ◆ delivering on our commissioners' and regulators' requirements;
- ◆ developing our facilities and workforce potential to assist in maximising our quality, productivity and efficiency;
- ◆ being recognised as a great place to work;
- ◆ being prepared to do things differently.

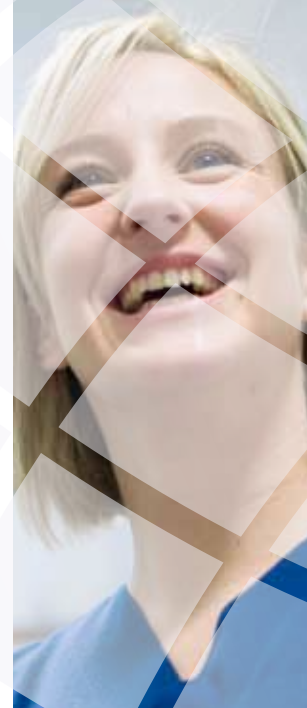
## Delivery of the Plan will result in:

- ◆ enhanced clinical outcomes;
- ◆ an improved experience for patients, their families and carers;
- ◆ an even greater focus on patient safety and continuous quality improvement;
- ◆ better value for money and investment to match income;
- ◆ improved productivity and efficiency;
- ◆ DCHFT being an employer of choice;
- ◆ excellent working relationships with key stakeholders;
- ◆ being well positioned for the future (networks and partnerships with other organisations);
- ◆ DCHFT becoming a learning organisation and;
- ◆ an organisation that responds proactively to the rapidly changing NHS environment.



## Our Goals are to:

- ◆ Be a compassionate patient centred organisation - 'The hospital of choice'
- ◆ Be uncompromising on quality and safety - 'We do no harm'
- ◆ Achieve financial sustainability - 'Value for money'
- ◆ Be a high performing and efficient provider - 'Efficient and effective'
- ◆ Be recognised as a great place to work - 'The employer of choice'
- ◆ Become a collaborative and learning organisation - 'A learning organisation'
- ◆ Be responsive to the changing NHS environment - 'Well positioned for the future'
- ◆ Maintain the reputation of DCHFT and the NHS - 'Open and honest'



## Behaviours

To meet these Values, we want our staff to behave in a way that demonstrates them by:

- ◆ sharing a common sense of purpose in that caring for and serving patients is our highest priority;
- ◆ treat patients as individuals at all times, showing compassion, kindness and respect;
- ◆ ensuring privacy and dignity of all patients;
- ◆ listening and communicating honestly and clearly with colleagues, patients, families and carers;
- ◆ acting professionally with a high degree of integrity and giving our best at all times;
- ◆ taking personal and collective responsibility for the issues and helping to find solutions;
- ◆ working as part of a team, not just in a ward or department, but across the whole hospital;
- ◆ striving to make a positive difference for our patients, their families and the organisation;
- ◆ showing pride in the organisation and lead by example;
- ◆ challenging colleagues, teams and departments who by words or actions consistently fall short of the expectations of the hospital and its staff.

## Values

Our Values are:

- ◆ respect and dignity;
- ◆ commitment to quality of care;
- ◆ compassion;
- ◆ improving lives;
- ◆ working together with and for patients;
- ◆ everyone counts;

These Values reflect the values of the NHS Constitution.



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