

Southend-on-Sea City Council

Agenda
Item No.

Report from Mid and South Essex NHS Foundation Trust
To

Southend People Overview and Scrutiny Committee

On

4 December 2024

Report prepared by: Preeti Sud, Director of Strategy and
Innovation

Mid and South Essex NHS Foundation Trust 10-year strategy development

Relevant Scrutiny Committee(s)

Cabinet Member: Councillor

Part 1 (Public Agenda Item) / Part 2 (Confidential Agenda Item)

1. Purpose of Report

The Trust is seeking the views and comments of its partners, including scrutiny committees, on the outcomes of its strategic review so far, and its next stages ahead of publication in spring 2025.

2. EXECUTIVE SUMMARY

Mid and South Essex NHS Foundation Trust (MSEFT) is set to publish a new 10-year strategic plan in spring 2025, building upon the current three-year strategy that began in March 2022 and will conclude in March 2025. The development of this longer-term strategy began in 2024, prompted by the evolving healthcare environment and emerging needs within the community.

During the initial phase of the strategy's development, MSEFT engaged widely with staff, community members, and partner organisations. Through a comprehensive review process that included data collection and analysis, seven key themes were identified as central to the priorities of our Integrated Care Board, local stakeholders, and national policy directions. On 12 September 2024, the Trust's Board evaluated these themes, and subsequently identified four priority areas as the focus of the 10-year plan.

The four priorities in development are:

1. **Our communities:** we put patient and community involvement at the centre of everything we do and plan for our local population needs.
2. **Our services are high-performing and sustainable:** we have clear plans to ensure our services can deliver high quality care and best value for money with focus on equitable access.
3. **Our people excel:** as an organisation we focus on culture, capacity and capability.

4. **Our partnerships:** as the largest provider of care in mid and south Essex, we will further develop our current partnership journey and ensure we embed collaboration and integration in everything we do.

3. Background

Mid and South Essex NHS Foundation Trust merged in April 2020 and set out its direction in the form of three-year strategic goals, developed in 2021 for delivery until March 2025. The Trust is now in a position to develop a longer-term strategy to unlock the full benefit the Trust can offer as a £1.4bn organisation within mid and south Essex.

The work on developing a 10-year strategy for MSEFT started in 2024. Following extensive engagement, evidence gathering and analysis for baseline review, seven key themes emerged. These are the changes staff, communities and partners wish to see that align with evidence from other places and national policy direction.

The Trust's Board were asked to consider seven key critical questions that came out of the baseline review and agreed on four priority areas from these themes.

The Trust recognises the need to ensure this strategy is closely aligned to current financial recovery and medium-term plans. This is to ensure that short- and medium-term decisions taken provide a path to the long-term future for the Trust as a £1.4bn organisation, with 16,000 staff who are part of its local communities of 1.2million patients and their families.

To ensure alignment to medium-term planning, national long-term priorities and to have opportunity for a detailed conversation about service standardisation, modernisation, and consolidation, the strategy is due for publication to spring 2025. Ongoing consideration will also be given to national consultation to develop the 10-Year Health Plan, [Change NHS: help build a health service fit for the future](#).

Priority areas that the Board has agreed to develop further as part of 10-year strategy development are as follows:

Our communities:

We will put patient and community involvement at the centre of everything we do and plan for our local population needs

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. This will mean more joint working at place and alliance level. 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.

Our services:

We will set out clear plans to ensure our services can deliver high-quality care and the best value for money with a focus on equitable access

We will redesign the way we provide diagnosis, 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. This will involve more alignment with the work health and care partners are designing at place/alliance level. 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.

Our people:

We will focus on culture, capacity, and capability

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.

Our partnerships:

We will embed collaboration and integration in everything we do

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 and be more proactive about these conversations 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.

3.1 How are we working with the Southend community and partner organisations

To help develop the priority areas and feed into the 10-year strategy detailed plan, the Trust's Strategy Unit have worked with partners including community and voluntary sector representatives across mid and south Essex, including in Southend, to directly contribute to the process. We have also reduced duplication by linking with organisations including Healthwatch Southend and used data collected by them from the local communities on health and care provision and experience. There have also been regular meetings and drop-ins for Southend-based staff. Specific surveys were also developed, where needed, to bridge the gaps in information. Partners have been able to attend the monthly Strategy Forum. For more information and to contribute directly please write to mse.strategy@nhs.net

4. Outcome

The Southend People Overview and Scrutiny Committee is asked to note the content of the report and provide comments on its development so far.