NHS

University Hospitals Sussex

NHS Foundation Trust

Clinical Strategy

Summary version

2023-2026

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Foreword - Excellent care every time

Welcome to our clinical strategy that sets out our ambitions to improve care over the next few years. It's how we plan to grow our services and strive towards our Trust vision of excellent care, every time for all our patients.

As one of the newest and largest hospital trusts in the country, we can take advantage of our new size and combined resources to make changes that will make the biggest difference to our patients.

From delivering national best practice and developing purpose-built facilities, to expanding access to research and offering new treatments, our clinical strategy is informed by what our patients have told us, what our clinical leaders think, and the health and wellbeing needs of our local population.

We've used our Patient First continuous improvement approach to identify what changes we want to prioritise first. But we've also been clear about not changing the things we know our patients value the most, such as 24-hour access to emergency care and maternity services, as well as outpatients and diagnostic services at all our hospitals.

As a large teaching Trust, major trauma centre, and tertiary care provider, we want to expand our specialist services to offer more for people living in Sussex. Our ambitious plans to enhance our research and innovation activities will support this growth and offer both patients and staff the opportunity to benefit from the latest developments in medicine and technology at all our hospitals.

This Clinical Strategy supports the Trust's overarching Patient First improvement strategy, and it aligns with our plans for digital innovation, mental health, environmental sustainability, education, estates planning, partnership working, and research and innovation.

Each of our clinical divisions and specialty teams has identified initial priorities that'll deliver the greatest benefits for patients, in line with our Trust-wide Patient First objectives, such as reducing waiting times and improving clinical outcomes.

The whole NHS is facing similar operational pressures, and our Clinical Strategy is central to how we will address these challenges and improve services for our patients. We are enormously proud of all our staff who work extraordinarily hard for our patients, and we wish to thank colleagues in advance for the invaluable contribution they'll make towards the successful delivery of our Clinical Strategy 2023-26.

George Findlay
Chief Executive

Catherine Urch
Chief Medical Officer

Providing outstanding care to people in Sussex

University Hospitals Sussex NHS Foundation Trust provides outstanding care to the people of West Sussex, Brighton and Hove and parts of East Sussex.

As one of the largest acute trusts in the UK, we provide more than 1.5 million outpatient appointments, A&E visits, and surgery cases every year

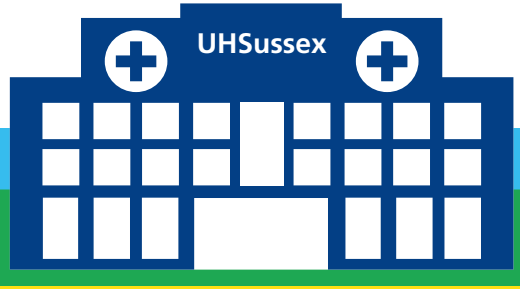
The Trust was formed in April 2021, bringing together Western Sussex Hospitals NHS Foundation Trust (WSHFT) and Brighton and Sussex University Hospitals (BSUH).

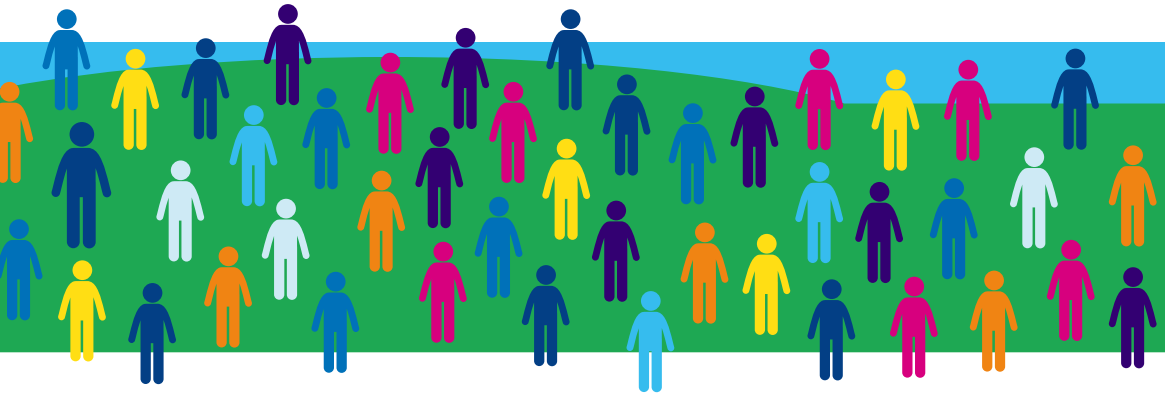
We operate five acute hospitals and deliver multiple services in other satellite and community settings, with an operating budget of more than **£1 billion.**

We employ nearly 20,000 staff across our seven hospitals.

We provide a full range of general and specialist complex care to around 1 million people including the majority of residents within West Sussex, Brighton and Hove, and the Lewes High Weald areas.

UHSussex operates within Sussex Health and Care Integrated Care System and works closely with partner health and social care organisations across Sussex and in each of the three localities or 'places' which are based on Local Authority boundaries: Brighton and Hove, East Sussex and West Sussex.





With a clear focus on continuous improvement, we always put our Patient First.

Patient First at the heart of everything we do

Our Patient First continuous improvement approach is the Trust's overarching strategy and is integral to the clinical strategy. It's the guiding principle at the heart of everything that we do, and our long-term approach to transforming hospital services for the better. It sets out our strategic direction, known as our "true north" that we strive towards to always put our patients first and foremost.

Central to this are the six true north domains. These include:

- **Patient Experience**
- **Quality**
- **Our People**
- **Sustainability**
- **Systems and Partnerships**
- **Research and Innovation**

The clinical strategy prioritises action based on the impact the initiatives will have on each of the true north domains.

Patient First at the heart of everything we do

Our vision, goals, breakthrough objectives can be seen here along with the Trust's strategic initiatives and shorter-term corporate projects.

Patient

Vision
Excellent Care Every Time

Goal
Positive experiences for all patients and their families

Sustainability

Vision
Making the most of our resources

Goal
High quality accessible services delivered in budget

Breakthrough
Improving productivity

Our People

Vision
A great place to work

Goal
Supported staff committed to delivering excellent care

Breakthrough
Staff voice that counts

Quality

Vision
Best outcomes

Goals
Zero preventable harm and lowest mortality among similar Trusts

Breakthrough
Fewer falls/ Earlier Intervention

Systems and Partnerships

Vision
Accessible care

Goal
Achieving national standards for planned, cancer and emergency care

Breakthrough
Home for lunch

Research and Innovation

Vision
Evidence-based improvement

Goal
Research and innovation for all patients and staff

Breakthrough
Taking part

Strategic Initiatives

Environmental Strategy
Leadership Culture and Development
Patient First Improvement Programme
Clinical Strategy
3Ts

Corporate Projects

Estates Masterplanning
Reduced Length of Stay
Patient Access Transformation
Community Diagnostic Centres
Medical Workforce Systems
Quality Governance

Clinical strategy principles

Strategic theme	Clinical strategy principles
Patient	• Support personalised care, tailored to individual needs, strengths and capabilities. • Ensure services should be local where possible and only centralised where necessary. • Work in collaboration with system partners to address inequalities.
Quality	• Ensure that national standards are met for all our services. • Improve patient outcomes including those specified in the True North Patient First approach.
Our people	• Focus on workforce modernisation. • Staff feel supported to provide quality clinical services, drawing on their commitment, knowledge and skills.
Sustainablity	• Support the financial and environmental sustainability of our clinical services, linked to our Green Plan. • Enable digital solutions.
Systems and partnerships	• Adhere to the ongoing service commitments specified below. • Enable delivery of the strategic objectives as articulated by the True North Patient First approach. • Support collaboration with system partners to enable joined up provision.
Research and Innovation	• Use Research and Innovation to improve clinical care, and support recruitment and retention of staff.

Developing our strategy - our commitments

When developing the clinical strategy, we've focused on what we most want to achieve for our clinical service, and the actions that will have the biggest impact on improving our services. Some key areas supported our strategic thinking including our commitments to local communities, the opportunities offered by research and innovation, the local and national healthcare context, the vision of our expert leaders and the voice of our patients. We've also made sure that we have the capacity and processes to carry out change through our Patient First methodology.

Keeping our commitments to local communities

- We'll continue to invest in emergency medical care and maternity services at Princess Royal, St Richard's, Worthing, and Royal Sussex County hospitals.
- We'll provide outpatient, day case and rapid diagnostic services all our hospitals, as well as other community facilities.
- We'll provide tertiary services as part of a network of tertiary care providers across the region and nationally, including for major trauma, cancer, paediatric care, stroke and renal services.

Underpinned by cutting edge research and innovation

- We want all patients and staff to have the opportunity to participate in high-quality research and innovation which is relevant to them.
- Research is a key area of growth because we know it helps to improve care and outcomes for patients.
- Our commitment to our teaching hospital status in conjunction with Brighton & Sussex Medical School.

In collaboration with our local partners

- Our strategy supports the five aims in the Sussex Health and Care System's Improving Lives Together strategy. These are to help local people start their lives well, live their lives well, age well, and get the treatment, care and support they need, as well as for staff to do the best job they can in the best possible working environment.
- It aligns with our key Trust strategies for digital innovation, mental health, and sustainability.
- It will help us make best use of our estate and work with our partners in Sussex and the wider region.

Using clinical leaders' vision and patient feedback

- Our clinical strategy is informed by a wealth of patient feedback to ensure the voice of our patients is at the heart of our plans for improvement.
- Specialty teams have used this insight to inform their ambitions and develop initial priorities.

Using our Patient First methodology to drive change

- The clinical strategy supports our overarching Patient First strategy and is fully aligned with our Trust's vision and values.
- It helps us see the opportunities to improve the quality, efficiency and timeliness of our services and for patients to see the right professional first time.
- Our Patient First continuous improvement method will be used by the teams delivering improvements.

Our hospitals

As a large multi-site trust with seven hospitals, we can be responsive to local need and can take advantage of our size with different hospitals developing areas of specialist expertise for the entire Trust. The Clinical Strategy shows how each hospital could be developed over time.

Our hospitals

5. Princess Royal Hospital

1. St Richard's Hospital

2. Worthing Hospital

3. Southlands Hospital

4. Royal Sussex County Hospital and Royal Alexandra Children's Hospital

Key - Integrated Care System place based partnerships (coterminous with our local authorities)

- West Sussex place
- East Sussex place
- Brighton and Hove place

Royal Sussex County Hospital campus

Hospital overview:

- Teaching hospital.
- District general hospital.
- Specialist and tertiary services.
- Major trauma centre.
- Comprehensive stroke centre.
- The Alex Children's Hospital.
- Sussex Eye Hospital.

Future developments and opportunities:

- Acute Floor Reconfiguration.
- New Sussex Cancer Centre.
- Expanded stroke and cardiac services.
- Better pathways for general surgery.

On our Brighton campus, we have three hospitals. The Royal Sussex County Hospital (RSCH), the Royal Alexandra Children's Hospital (the Alex) and the Sussex Eye Hospital.

RSCH is a large teaching hospital that provides both district and general hospital services for local people, as well as more specialist care for Sussex and the wider region. It's a major trauma centre, that also provides specialist neurosciences, cardiac, cancer, renal, and infectious diseases services.

The Royal Alexandra Children's Hospital (the Alex) provides specialist services for younger people, including emergency care and neo-natal intensive care.

The Sussex Eye Hospital provides ophthalmology services, including a specialist emergency department for eye care.

Planned developments

The Royal Sussex County Hospital is being significantly transformed by the flagship redevelopment project, 3Ts (Brighton Trauma, Tertiary and Training). Stage 1, the £500m Louisa Martindale Building opened in June 2023, providing state of the art accommodation for outpatient, ward and specialist services, such as neurosciences and critical care. Subject to public consultation, stroke services will also be expanded within the Louisa Martindale Building.

The second stage of 3Ts will create a purpose-built new Sussex Cancer Centre, where the Barry Building is currently located.

A £48m investment programme is also underway to reconfigure the Acute Floor, including A&E, to modernise and expand the department to create a much-improved environment for patients.

Other opportunities

We'll continue to develop services to support specialist and tertiary services, as well as care for local people. We'll look to expand our cardiac surgery service and enhance pathways across the Trust for general surgery services.

Royal Sussex County Hospital Leadership Team

Peter Lane
Hospital Director

Terece Walters
Hospital Director of Nursing

Princess Royal Hospital, Haywards Heath

Hospital overview:

- Teaching hospital.
- District general hospital.
- Day case focus.
- Surgical robot.
- Orthopaedic focus.
- Rehabilitation centre.

Future developments and opportunities:

- Develop and embed our new training academy.
- Urology investigation unit.
- Theatre admissions and discharge unit.
- More hip and knee surgery for wider catchment area.
- Urgent treatment and same day care improvements.

Princess Royal is an acute teaching hospital that provides district and general services, including emergency care and maternity services. We have a focus on day case surgery and deliver fractured neck of femur and elective and emergency urology services for both Princess Royal and RSCH hospitals.

Our surgical robot enables minimally invasive surgery for complex procedures and we're also home to the Sussex Orthopaedic Treatment Centre and the Sussex Rehabilitation Centre for specialist neuro-rehabilitation. We do not have a trauma unit and children's services are currently limited.

Planned developments

We have plans to significantly increase how much non-emergency care we do at Princess Royal Hospital. We will take steps to ensure that there is sufficient capacity to meet the need for endoscopy alongside provision of training opportunities as part of a new endoscopy academy. A new Urology Investigation Unit opens in 2023 and we will be creating a Theatre Admissions and Discharge Unit.

Other opportunities

We'll look for more opportunities to develop Princess Royal as a thriving centre for elective work. This will include greater use of the Sussex Orthopaedic Treatment Centre to provide hip and knee surgery for more people. We will also maximise the use of robotic surgery.

We will also develop more same day emergency care and urgent treatment to meet the needs of local people. We'll review the level of provision of specialist rehabilitation, including at the Sussex Rehabilitation Centre.

Princess Royal Hospital Leadership Team

Chris Ashcroft
Hospital Director

Edmund Tabay
Hospital Director of Nursing

Worthing Hospital

Hospital overview:

- District general hospital.
- Trauma unit.
- Medical day case unit.
- Urology investigation unit.
- West Sussex Breast Centre.

Future developments and opportunities:

- Urgent Treatment centre.
- Same day emergency care.
- Acute frailty unit.
- Surgical day case unit.
- Robotic surgery.
- Enhancement of critical care.
- Enhancement of specialist surgery.

Worthing Hospital provides a wide range of district and general hospital services. We are a designated trauma unit with adult and children's A&E, critical care, emergency surgery, intensive care, maternity services, children's care and cancer care (with tertiary services largely provided at RSCH).

Amberley Unit, our new purpose-built medical day-case facility provides chemotherapy and holistic care to patients, and our new Urology Investigation Unit transforms the way urology care is provided for patients.

Planned developments

Funding has been secured to develop a new Urgent Treatment Centre at the hospital to expand the provision of GP-led urgent care services.

Subject to public consultation, new clinical space may also become available for repurposing if acute stroke services are moved to St Richard's Hospital.

Other opportunities

We're looking to develop an Acute Frailty Unit and new Same Day Emergency Care facilities to further improve the care we provide. There are also opportunities to make more use of the excellent facilities at the hospital and improve access as other specialties are reviewed, including more specialist surgery.

In the longer term, we'll explore developing a dedicated surgical day-case unit, look to expand the use of robotic surgery and increase the number of procedures.

We'll review how we deliver diagnostic and interventional cardiology services across our hospitals. There're also opportunities to develop the renal service, including the dialysis services across Sussex so patients receive their treatment closer to home.

Worthing Hospital and Southlands Hospital Leadership Team

Stephen Mardlin
Hospital Director

Tori Cooper
Hospital Director of Nursing

Southlands Hospital, Shoreham-by-sea

Hospital overview:

- Outpatients and day surgery.
- Non-emergency care.
- Ophthalmology and ophthalmic surgery.

Future developments and opportunities:

- Community Diagnostic Centre for diagnostic services including MRI and CT scans.
- More day case patients including orthopaedics.
- Develop the dermatology service.

Southlands Hospital in Shoreham-by-Sea provides a wide range of outpatient, diagnostic and day surgery services on a site dedicated to providing non-emergency care. Our purpose-built ophthalmology centre provides specialist eye care and ophthalmic surgery services.

Planned developments

There are several developments taking place at Southlands which will significantly increase the number of patients using the hospital. A large Community Diagnostic Centre is opening in 2023 which will deliver MRI, CT scans, x-rays, ultrasound, and a range of other diagnostic services. The Trust is also looking to increase the number of surgery patients seen as day cases at Southlands through a refurbishment of the day case unit

Other opportunities

We'll look to further increase day case capacity exploring the potential to see more ophthalmology cases. We'll also look to bring more day case orthopaedic work to Southlands. We'll also explore further developing the dermatology service.

Worthing Hospital and Southlands Hospital Leadership Team

Stephen Mardlin
Hospital Director

Tori Cooper
Hospital Director of Nursing

St Richard's Hospital, Chichester

Hospital overview:

- District general hospital.
- Trauma unit.
- Centre of Excellence for bariatric and metabolic surgery.
- Hip and knee replacement elective surgery hub.
- Neuro-rehabilitation centre.

Future developments and opportunities:

- Acute Stroke Centre (subject to public consultation).
- Acute frailty services.
- Same day emergency care.
- Paediatric A&E.
- Develop orthopaedics, cardiology, ENT, urology maxillo-facial, gynaecology and critical care services.

At St Richard's Hospital we provide a wide range of district and general hospital services including A&E, critical care, emergency surgery, intensive care, maternity services, paediatric care and cancer care (with tertiary services at Portsmouth Hospitals University NHS Trust).

St Richard's is a designated trauma unit, that also specialises in bariatric care and hyperbaric medicine. The campus is home to a specialist neuro-rehabilitation service at Donald Wilson House.

Planned developments

Subject to public consultation, acute stroke services may move from Worthing Hospital to St Richard's Hospital with the development of a new acute stroke centre. To support this development, imaging and therapeutic support for stroke patients would also need to be strengthened.

Other opportunities

We want to develop our acute frailty services, same day emergency care and urgent treatment provision, and paediatric facilities within our A&E department.

There are also opportunities to further develop orthopaedics, cardiology, ENT, urology and maxillo-facial services, as well as in gynaecology for day patients, ambulatory, early pregnancy and outpatients.

We want to improve critical care and review how we deliver diagnostic and interventional cardiology services.

St Richard's Hospital Leadership Team

Charlotte Freeman
Hospital Director

Pam Stephens
Hospital Director of Nursing

The Clinical Operating Model

To successfully manage such a large trust covering a wide geographical area, there are two managing directors with one focusing on planned care and one on unscheduled care. Each of the main sites (St Richard's Hospital, Worthing Hospital, Southlands Hospital, Princess Royal Hospital and Royal Sussex County Hospital) has a hospital director and site nurse lead.

Huw Edwards
Managing Director
Planned Care and
Cancer

Siobhan Murray
Managing Director
Unscheduled Care

The clinical services are divided into eight divisions:

- Medicine and Urgent Care (St Richard's and Worthing)
- Medicine and Urgent Care (Princess Royal and the Royal Sussex County)
- Surgery (St. Richard's and Worthing)
- Surgery (Princess Royal and the Royal Sussex County)
- Women and Children
- Cancer
- Specialist Services
- Clinical Support Services

The divisions are led by a chief of service, divisional director and divisional director of nursing, midwifery or allied health professional.

We also have a chief pharmacist working within the Clinical Support Services. This team will be integral to the delivery of the clinical strategy.

Medicine

We provide Emergency Department (A&E) services from four acute hospital sites with St Richard's, Worthing, and RSCH able to respond to a full range of medical and surgical emergencies.

We also provide a wide range of medical specialties including care of the elderly, dermatology, diabetes and endocrinology, respiratory medicine, infectious diseases, HIV services, and sexual health and contraception (SHAC).

Our ambition

We'll provide high quality emergency care on our four main acute sites with a consistent model to deliver excellent urgent care services, frailty, and acute medicine, as well as same day emergency care.

Royal Sussex County Hospital will remain a Level 1 Trauma Centre, and Worthing and St Richard's as Trauma Units.

In collaboration with community providers, we'll deliver multi-disciplinary care that's centred around communities and provide timely access to a range of high-quality medical subspecialties.

Patients will be able to join in high impact research and innovation as part of the care they receive.

Our initial priorities

- Improve access to same day emergency care and urgent treatment centres.
- Explore options to standardise frailty services across the Trust.
- Complete the Acute Floor Reconfiguration Programme at RSCH.
- Explore new workforce options such as increasing use of advanced care practitioners, physician associates and other practitioners.
- Explore configuration of pathways for respiratory services.
- Develop a dermatology strategy that aligns with the Integrated Care Board.

Divisional leaders

Worthing and St Richard's Hospital

Steven Kriese
Chief of Service

Sean Kedzia
Divisional Director of Operations

Julie Thomas
Divisional Director of Nursing

The County and Princess Royal Hospitals

Mark Edwards
Chief of Service

Gordon Houliston
Divisional Director of Operations

Josephine Kerr
Divisional Director of Nursing

Women and Children

We provide gynaecology, obstetrics, neonatal care, paediatric medicine and paediatric surgery across Royal Sussex County Hospital, Princess Royal Hospital, Worthing Hospital and St Richard's Hospital.

Our ambition

We want to provide world class services that are led by the latest research and innovation. To achieve this, we'll develop an ambitious programme for women, children, young people and their families that is focused on three key areas:

- delivery of the highest quality maternity and neonatal care
- modernised services for children and young people
- timely provision of gynaecology that improves the patient experience.

We'll work collaboratively with our patients, teams, and partner organisations, embedding high quality governance and making the best use of our estate to meet the needs of our patients and families.

We'll embed research and innovation into clinical care and take opportunities to create research and innovation roles in job plans.

Our initial priorities

- Review neonatal care services making sure they meet national standards, and that capacity and demand are managed across the system and supported by the right workforce.
- Improve the service model and workforce requirements for paediatric services, including emergency provision.
- Review the model and estate needed for the best provision of gynaecology day, ambulatory, early pregnancy, and outpatient units across all four sites including a focus on patients experiencing early and mid-trimester pregnancy loss.
- Implement the Maternity Improvement Plan agreed with the Maternity Safety Support Programme, along with the national three-year delivery plan for maternity and neonatal services.
- Improve pathways for planned and emergency caesarean sections.
- Transfer children's audiology services to the Alex children's hospital.
- Address the mental health needs of children in the care of the Trust.

Divisional leaders

Tim Taylor
Chief of Service

Hugh Jelley
Divisional Director of Operations

Claire Hunt
Divisional Director of Nursing

Emma Chambers
Divisional Director of Midwifery

Clinical Support Services

We provide a full range of clinical support services to our acute hospitals (Royal Sussex County, Princess Royal, Worthing and St Richard's hospitals), primary care and the wider Integrated Care System. This includes the community diagnostics centres and services within pathology, therapies, pharmacy, radiology, and imaging.

Our ambition

Our efficient, state of the art services will support patients in a timely way through their pathways, seven days a week. We'll provide access to these services equitably, giving outstanding care close to home for patients.

The high quality services we provide will improve flow through the hospitals and help reduce admissions. Our services will be able to respond to changing demand and we'll make sure there's enough resources in divisional business cases for successful support services.

We'll support patients on cancer pathways with timely access to cancer diagnostics and reporting, innovative treatment delivery pathways through our aseptic pharmacies as well as access to therapy and dietetic pathways.

We'll support the UHSussex research and innovation agenda through high-quality studies and the development of research and innovation roles within our multidisciplinary workforce.

Our initial priorities

- Agree the Point of Care Testing Strategy across UHSussex.
- Redesign clinical pharmacy services to support efficiency and safety.
- Develop the case for seven-day services across all key areas including pharmacy, radiology, and physiotherapy.
- Determine the future model of interventional radiology and nuclear medicine, including PET-CT services, across UHSussex.
- Work towards establishing the Sussex Pathology Network.
- Complete the roll out of the electronic prescribing and medicines administration (EPMA).
- Open the Community Diagnostic Centre at Southlands Hospital and support new partner CDCs at Falmer and Bognor.

Divisional leaders

John Laurie
Chief of Service

Yannick Raimbault
Divisional Director of Operations

Cate Leighton (DDAHP)
Divisional Director of Nursing

Mike Cross
Chief Pharmacist

Surgical Services and Critical Care

We provide a wide range of surgical services including general surgery, ear nose and throat (ENT), ophthalmology, maxillofacial surgery, trauma and orthopaedics, urology, bariatric surgery, critical care, and perioperative care.

We also deliver audiology, rheumatology and chronic pain services within the surgical divisions and manage multiple theatre complexes and the central sterilisation services.

Our ambition

We'll provide safe, excellent and timely care that incorporates modern technologies and techniques, alongside learning from clinical excellence such as Getting It Right First Time (GIRFT) programme. Research and innovation will be integral to the work we do, with research leadership and roles established as clinical services are developed. We will take steps to optimise post-operative outcomes.

We'll make sure that our services support excellent patient experience and outcomes, as well as the development of vibrant hospital sites. Our services will make the best use of our estate through the development of seven-day services.

Our initial priorities

- Optimise key general surgery pathways across UHSussex, particularly for colorectal surgery and upper GI surgery, considering elective access, perioperative care, and robotic surgery.
- Undertake a review of the configuration of orthopaedic services to support the delivery of safe and excellent quality provision across UHSussex and improve productivity.
- Standardise critical care outreach services across UHSussex.
- Open the new Urology Investigation Unit at Princess Royal.
- Review the model of urology provision across UHSussex.
- Review maxillo-facial services taking into account Sussex-wide provision.
- Take steps to ensure the future of major knee revision surgery.
- Increase day case provision at Princess Royal and Southlands.
- Develop a single Patient Tracking List for ENT.
- Develop the peri-operative service.

Divisional leaders

Worthing and St Richard's Hospital

Colin Spring
Chief of Service

Nicky Sullivan
Divisional Director of Operations

Kim Cheetham
Divisional Director of Nursing

The County and Princess Royal Hospitals

Steven Drage
Chief of Service

Paul Silvester
Divisional Director of Operations

Margaret Flynn
Divisional Director of Nursing

Digestive Diseases

UHSussex provides both specialist medicine and surgery for digestive diseases. This includes gastroenterology, endoscopy and hepatology.

Our ambition

We'll provide excellent care for our patients through collaborative work with system partners to improve pathways and models of service. This will help us to have the right capacity to meet the needs of our local population.

We'll take steps to ensure that there are is sufficient capacity to meet the need for endoscopy services particularly at the Princess Royal Hospital. We'll develop our regional endoscopy training academy for junior doctors, growing our regional training offer.

We'll ensure ongoing accreditation of our services, for example maintaining Joint Advisory Group (JAG) accreditation on all four acute sites and achieving Improving Quality in Liver Services (IQILS) accreditation.

We'll embed research and innovation across our services and continue to build on the hepatology research programme within UHSussex and our university partner.

Our initial priorities

- Launch an Endoscopy Training Academy Programme.
- Take steps to ensure that there is sufficient capacity to meet the need for endoscopy.

Divisional leaders

Worthing and St Richard's Hospital

Steven Kriese
Chief of Service

Sean Kedzia
Divisional Director of Operations

Julie Thomas
Divisional Director of Nursing

The County and Princess Royal Hospitals

Steven Drage
Chief of Service

Paul Silvester
Divisional Director of Operations

Margaret Flynn
Divisional Director of Nursing

Cancer Care

We provide a range of cancer care including oncology, clinical haematology, systemic anti-cancer therapy (SACT), radiotherapy, screening management, palliative care, and integrated breast services. Site specific cancer surgery is reviewed under the specific surgical specialties.

We provide tertiary and secondary cancer care, for local people and the wider population of Sussex. The Sussex Cancer Centre at Royal Sussex County Hospital is the tertiary centre for patients requiring specialist oncology treatment in Sussex and is part of the wider Surrey and Sussex Cancer Alliance. Tertiary oncology services for Chichester are currently provided by Portsmouth Hospitals University NHS Trust.

Our ambition

We want to be recognised locally, nationally, and internationally for excellence in the delivery of high quality, safe cancer care that is underpinned by education and research.

Our staff will feel valued and supported to fulfil their potential in an inclusive and kind working environment.

We want to make sure that all patients and staff have the equality of access to high-quality research and innovation that's relevant to them.

Our initial priorities

- Develop and implement a cancer strategy that determines the requirements for inpatient beds, acute assessment units, workforce for all our sites, as well as future provision of radiotherapy.
- Develop and implement a plan for a research unit to increase access to clinical trial opportunities.
- Design the configuration of services within the Stage 2 3Ts development to create a new Sussex Cancer Centre at RSCH.

Divisional leaders

Sarah Westwell
Chief of Service

Dominic Clarke
Divisional Director of Operations

Lisa Barrott
Divisional Director of Nursing

Specialist Services

We provide a wide range of specialised tertiary services across multiple sites. These include cardiac surgery, cardiology, neurosurgery, spinal surgery, plastic surgery, major trauma, vascular services, renal services, neurology, stroke services and specialist rehabilitation.

Our ambition

As a regional teaching hospital, we recognise our responsibility to support and develop specialised services to ensure that patients from Sussex and beyond have access to these without the need for referral elsewhere.

Our vision is to create an environment where specialised services can flourish, delivering safe and effective care to everyone who needs it in a timely way.

We'll further develop a plan for research and innovation, reflecting the important benefits to patients and staff, and making sure our patients have the opportunity to join in high impact research and innovation as part of the care they receive.

We'll also continue to work closely with network partners in Sussex and the region.

Our initial priorities

- Review the Diagnostic and Interventional Cardiology services across the Trust.
- Expand the Mechanical Thrombectomy Service at Royal Sussex County Hospital.
- Complete the consultation on stroke services in West Sussex.
- Open the helideck for the major trauma centre.
- Secure the development and expansion of the Cardiac Surgery service.

Divisional leaders

Ryan Watkins
Chief of Service

Maria Emmanuel
Divisional Director of Operations

Louise Skelt
Divisional Director of Nursing

Next steps

The launch of our Clinical Strategy is an exciting moment that maps out our path ahead to improve services for patients. With the patient voice at its heart, the vision of our clinical leaders driving us forward, and Patient First providing rigour to our approach, we're confident this strategy sets us up for success.

But the real journey begins from now, as our clinical divisions focus on the initial priorities they've set out in the strategy and implement the improvements that'll make the biggest difference to our patients over the next three years. Our Patient First approach will be used consistently, empowering frontline teams to develop solutions and lead the change process.

The Clinical Strategy encompasses every specialty and clinical team within the Trust, and each is developing their own mission statement that describes how they'll contribute to the delivery of the strategy and our aligned Patient First objectives.

Those specialties making large changes will use a standard specialty review process and we'll use established strategic change processes, such as corporate projects and strategic initiatives within the trust, and projects and partnership programmes within the Sussex Health and Care System, to increase our capacity for improvements and maximise benefits for patients.

As priorities are implemented, benefits for patients will be evaluated, and new proposals and priorities refined through the Clinical Strategy Steering Group and our wider Patient First strategy deployment processes. Over time the Clinical Strategy will see services for patients improve as our staff and hospitals flourish and work together to deliver our Patient First goals through our new clinical ambitions.

Our next steps

- Our Patient First methodology will empower frontline teams to develop solutions and lead the change process as set out in the clinical team mission statements.
- Our strategy deployment review process will join up clinical improvements with other corporate projects and strategic initiatives to gain best efficiencies.
- A Clinical Strategy Steering Group will oversee the proposals and how benefits will be made for our patients.