

**DRAFT CORPORATE OBJECTIVES 2014/15**

<b>Trust Board Meeting – Part 1</b>	<b>Item: 8.5</b>
<b>29<sup>th</sup> January 2014</b>	<b>Enclosure: M</b>
<b>Purpose of the Report:</b> To provide the Board with draft corporate objectives for 2014/15 for discussion and approval	
FOR: Information <input type="checkbox"/> Assurance <input type="checkbox"/> Discussion and input <input checked="" type="checkbox"/> Decision/approval <input checked="" type="checkbox"/>	
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<b>Risk Implications – Link to Assurance Framework or Corporate Risk Register:</b>	All
<b>Link to Relevant Corporate Objective:</b>	All
<b>Document Previously Considered By:</b>	Executive Management Committee
<b>Recommendation &amp; Action required by the Trust Board :</b>	
<p>The Board is asked to:</p> <ul style="list-style-type: none"> <li>a) Discuss and approve the corporate objectives for 2014/15 which have been updated to reflect changes made at the November 2013 Board.</li> <li>b) Discuss and approve draft priority objectives.</li> </ul>	

## **BACKGROUND**

Each year the trust agrees a set of corporate objectives for the following year which mark the start of the planning round. These objectives define what the Trust is aiming to achieve in the next year to deliver its strategy. They are used to set the Trusts annual plan, service lines' plans and personal objectives for each individual within the Trust (so that each member of staff can understand their contribution to the overall strategic direction of the Trust).

## **STRATEGIC OBJECTIVES**

This year, the Executive Committee have taken the opportunity to review the Trusts strategic objectives, under which the annual corporate objectives are organised. This review was undertaken at a Board development day on 6<sup>th</sup> November 2013 and included Board members and clinical and non-clinical leaders from across the trust. Suggested improvements to the wording, level of ambition and pro-active focus were made. It was also suggested that strategic objective 3, ("To work with partners to consolidate and strengthen the healthcare we deliver together to our local community") and Strategic Objective 4, ("To work with GPs and other providers to support the delivery of more care in primary and community settings") were combined into a single strategic objective focussed on ensuring a sustainable local health economy into the future. These comments were developed through discussion at the Executive Management Committee into four strategic objectives which were presented to the November 2013 Board for approval. They were updated at the Board and the final strategic objectives are outlined below:

- **Strategic Objective 1** – To ensure that all care is rated amongst the top 20% nationally for patient safety, clinical outcomes and patient experience
- **Strategic Objective 2** – To have a committed, skilled and highly engaged workforce who feel valued, supported and developed and who work together to care for our patients
- **Strategic Objective 3** – To work creatively with our partners to develop sustainable high quality care as part of a thriving health economy for the future
- **Strategic Objective 4** - To deliver sustainable, well managed, value for money services

## **CORPORATE OBJECTIVES**

At the Board development day described above, a series of presentations were made outlining developments in the strategic environment within which the Trust was operating. A facilitated workshop was then held to identify the key priorities for the Trust both in 14/15 and the longer term, to enable it to deliver its strategic objectives within the current strategic environment. A wide range of suggestions were made. These were developed and refined by the Executive Management Committee with a set of proposed corporate objectives for 14/15 presented to the November Board meeting for improvement. Updates given have been made and are reflected in the document attached at **appendix 1**. The document has also been discussed at the Council of Governors and its Sub Committee on strategy and amended accordingly.

At the Board meeting it was agreed that three priority objectives would be identified. Following input from Board members, the following are put forward to the Board for discussion and approval:

**Priority Objective 1** - To improve the quality of care on wards across all hours of the day and days of week including a reduction in the use of agency staff

**Priority Objective 2** - To strengthen the engagement of staff across the organisation through effective adoption of SLM

**Priority Objective 3** - To ensure there is an up-to-date five year plan for the Trust which reflects CIP planning, IT developments, delivery of the commercial strategy and management of the Better Care Fund.

### **RECOMMENDATIONS**

The Board is asked to:

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- a) Discuss and approve the corporate objectives for 2014/15 which have been updated to reflect changes made at the November 2013 Board.
- b) Discuss and approve draft priority objectives.

## Draft Corporate Objectives 2014/15

Key Deliverable	Lead Person	DRAFT Measures of Success
<b>Strategic Objective 1 – To ensure that all care is rated amongst the top 20% nationally for patient safety, clinical outcomes and patient experience</b>		
To comply with Care Quality Commission and Monitor requirements to maintain license to practice	Chief Executive Officer	Maintain license to practice and remove any conditions set upon license to practice through achievement of action plans Quarterly reports to the Board on compliance Development and implementation of plan to prepare for the new CQC regime
To ensure sustainable delivery of national standards and targets and CQUIN targets	Divisional Directors	Achievement of all standards and targets on an on-going basis Achievement of 100% CQUIN target Review of performance at every Trust Board
To improve the quality of care on the wards across all hours of the day and days of the week	Director of Nursing and Patient Experience  Medical Director	Ensure CQC standards are met and maintained Improvement against nurse sensitive indicators of quality across all wards: <ul style="list-style-type: none"> <li>10% reduction for grade 2-4 pressure ulcers against 2013/14 outturn</li> <li>10% reduction in falls per 1000 bed days against 2013/14 outturn</li> </ul> Strengthened out of hours working across the Trust by ensuring that the patients move through their care pathway efficiently, that interventions are not delayed and that escalation of care is as effective out of hours as in hours. Measures: <ul style="list-style-type: none"> <li>Reduce delayed transfer of patients after 8 pm between wards</li> <li>Increased discharges at weekends</li> </ul> Baseline figures will be set in Q1 and trajectory agreed
	Medical Director and Director of Nursing and Patient Experience	Refreshed quality strategy Implementation of 2014/15 action plan Every member of staff is aware of the quality goals Effective mechanisms for patient engagement Evidence of action taken in response to patient feedback
To develop and implement proposals that improve the experience of patients engaging with the Hospital	Director of Nursing and Patient Experience	Development electronic mechanisms for patients to engage with the Hospital Baseline number of negative patient experiences (friends and family test, complaints, comments, PALS contacts) due to administrative interactions & set 20% reduction against baseline Development of virtual clinics Improved measures of experience with the discharge processes Making information on staffing available to patients and the public

Key Deliverable	Lead Person	DRAFT Measures of Success
To address quality of care issues associated with the environment through implementation of year one of the Trust Estates Strategy	Deputy CEO	Develop detailed implementation plan Delivery against key milestones once implementation plan agreed
To work towards paperlight using information technology and record management across the Trust.	Deputy CEO	Implementation of E-prescribing Implementation of clinical documentation Implementation of some device integration Increasing electronic links with GPs
To deliver year 1 of the dementia strategy	Director of nursing and patient experience	Implementation of 2014/15 action plan

Key Deliverable	Lead Person	DRAFT Measures of Success
<b>Strategic Objective 2 - To have a committed, skilled and highly engaged workforce who feel valued, supported and developed and who work together to care for our patients</b>		
To ensure all our staff are up to date with core (mandatory) training, have clear objectives, regular appraisal and a personal development plan reflecting our values	Deputy CEO	80% of staff to have had an appraisal and agreed objectives and a personal development plan (PDP) by the end of June 2014 and 90% by September.  All doctors appraisals and revalidation is undertaken All staff are formally evaluated against the Trust values as part of the annual appraisal process All managers have feedback on their people management skills from their staff and have the results built into their PDP 80% of staff up to date with their mandatory training
To eliminate the need for agency staff	Director of Workforce	All service lines and other areas of high turnover to have a strategy/plan to address this Reduction in staff turnover to 10% by April 2015 Agency usage to be reduced to zero by April 2015 Expansion in the number of registered bank staff
To develop and deliver training that supports administrative and support staff deliver excellence in customer care	Director of Workforce	To design and deliver a training programme in 2014-15 To see improvements in patient satisfaction (FFT) and reduction in complaints about staff attitude or behaviour
To implement year 2 of the Trust's workforce strategy	Director of Workforce	Successful implementation across the Trust
To implement year 1 of the Trust's Education and	Director of	Successful implementation across the Trust

Key Deliverable	Lead Person	DRAFT Measures of Success
Training strategy, once agreed	Workforce	
To strengthen the engagement of staff across the organisation through the effective adoption of service line management	Chief Executive Officer	80% of service lines functioning autonomously by March 2015 Improvement in engagement scores on the staff survey in February 2015

Key Deliverable	Lead Person	Measures of Success
<b>Strategic Objective 3 - To work creatively with our partners to develop sustainable high quality care as part of a thriving health economy for the future.</b>		
To work closely with other providers in the local health economy, in SW London and beyond to deliver demonstrable benefits for our patients and to continually improve the health and wellbeing of the local population	Chief Executive Officer	Contribution to the Local Education Training Board (LETB), ensuring the DGH voice is heard Delivery of Pathology Programme Contribution to the strategic development of South West London To develop partnerships further with other local providers
To refresh the Trusts commercial strategy including the associated marketing plan and stakeholder engagement plan	Director of Strategic Development	Delivery of agreed commercial strategy action plan for 2014/15 Refreshed commercial strategy and associated action plan for 2015/16, including a refresh of Service Line commercial strategies Implementation of agreed stakeholder engagement action plan for 2014/15 Refreshed stakeholder engagement strategy and associated action plan for 2015/16
To work with commissioners and other partners on pathway redesign to support the Better Service Better Value agenda	Deputy Chief Executive	Identify and agree key pathways for redesign Implementation of agreed pathways e.g. frail elderly
To work with BMI to refresh the private patient strategy	Director of Finance	Strategic approach in place Incentive structure in place to maximise service line engagement Q2 – 5% increase in BMI turnover compared to equivalent 12 month period last year
To embed the work of the council of governors and embed governance arrangements so that value is added and understood by the governors, the organisation and stakeholders	Head of Corporate affairs	Embedding of the work of the COG sub committees – by September 2014 Annual self-assessment by the COG and its sub committees and action planning to address gaps – April 2014 Embedding the output from the governor involvement strategy – by November 2014 Development of mechanisms for governors to engage more effectively with constituencies, working with the communications team – June 2014
To develop and embed the full involvement of the	Head of	Programme of events and engagement developed and implemented by

Key Deliverable	Lead Person	Measures of Success
community in the running of the hospital	Communications	Membership and Involvement Committee Members involved in key volunteering projects and fundraising initiatives 6 members health events during 2014/15 Members form part of key patient initiatives and developments Implementation of 2014/15 action plan for the agreed volunteers strategy Implementation of 2014/15 action plan for the agreed fundraising strategy

Key Deliverable	Lead Person	DRAFT Measures of Success
<b>Strategic Objective 4 – To deliver sustainable, well managed, value for money services</b>		
To deliver the 2014/15 financial plan	Divisional Directors	Achievement of Trust's agreed control total Monthly reports to Trust Board, I&E balance Achievement of agreed CIPs for each of the Trust's divisions and corporate areas
To provide quality and timely management information to support the effective adoption of service line management	Director of Strategic Development & Director of Finance	Balanced scorecards developed and populated for all service lines Fully developed recharging mechanism for indirect costs and overheads
To deliver the Trusts productivity programme that supports delivery of a balanced long term financial plan for the Trust	Productivity Director	Detailed one year programme, and overarching five year programme, in place to support delivery of the IBP, refreshed and updated as part of the annual planning cycle. Programme includes Quality and Equality Impact Assessments of proposed plans Delivery of productivity programme, including cross-cutting schemes, to reduce waste and inefficiencies whilst maintaining or improving service quality Regular monitoring of impact through clearly identified KPIs, to ensure the programme does not have a detrimental impact on quality or safety Effective PMO arrangements to provide assurance on programme delivery to plan. Including early identification of potential blockages, with mitigating actions agreed and delivered to ensure the plan remains on track
To ensure there is an up-to-date five year plan for the Trust	Director of Strategic Development	Development of strategies and five year plans for each Service Line Refreshed Trust five year business plan, capital and investment programme