



Kingston Hospital
NHS Foundation Trust



Hounslow and Richmond
Community Healthcare
NHS Trust

2022-23 **DRAFT** Joint Objectives

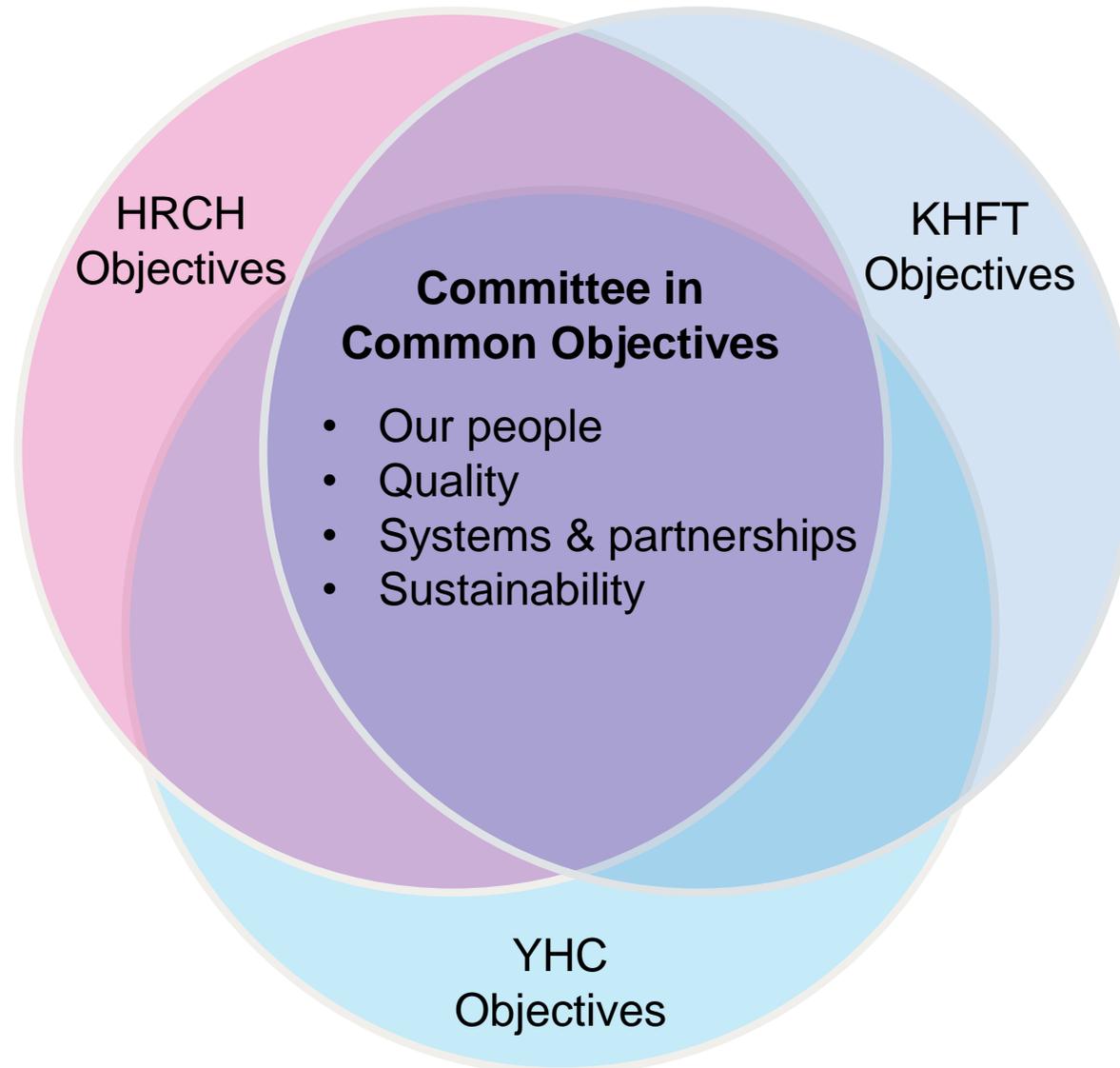
Council of Governors

Tuesday 5 July 2022

Introduction

- We are in the process of developing a single set of common objectives for Kingston Hospital, Hounslow and Richmond Community Healthcare and Your Healthcare.
- The objectives are being shared with Governors to review in advance of the next meeting of the Governors on 5 July, where they will be discussed.
- Governors are also invited to complete an online survey to feedback on the objectives:
<https://form.jotform.com/221633972696366>

A single set of common objectives



Four golden threads that will run through our objectives

Four golden threads that will underpin the delivery of our common objectives:

Equality, diversity and inclusion

Addressing inequalities and population health

Quality improvement

We will work collaboratively

Our People - be great and inclusive places to work

OBJECTIVES	<p>1</p> <p>Design new multi-disciplinary job roles to work across place in an agile way to meet patient needs</p>	<p>2</p> <p>Maximise recruitment and retention focusing on local supply to ensure safe staffing levels and meet patient demand</p>	<p>3</p> <p>Embed compassionate, respectful and inclusive leadership, to tackle bullying and harassment</p>	<p>4</p> <p>Refresh and implement health and wellbeing strategy to address the recovery from COVID and the cost of living</p>	<p>5</p> <p>Ensure our workforce reflects the communities we serve at all levels, and compliance with statutory and good practice requirements</p>
GENERAL MEASURES	<ul style="list-style-type: none"> • Reduction in turnover year on year to 10% • Staff Feedback: annual staff survey, pulse surveys, exit interviews 				
SPECIFIC MEASURES	<ul style="list-style-type: none"> • % of new roles in the workforce expressed in real growth terms by comparison with the established baseline (by service and job type) 	<ul style="list-style-type: none"> • Reduce turnover for Band 2 staff from 20% to 15% • Stability to increase from 86% to 90%+ 	<ul style="list-style-type: none"> • Question about compassionate leadership in appraisal • Flexible working arrangements • Need to develop a bespoke compassionate KPI 	<ul style="list-style-type: none"> • Need to develop a KPI measuring Health & Wellbeing, possibly linked to compassionate leaders 	<ul style="list-style-type: none"> • WRES, WDES and MWRES (agree improvement targets) • Number of concerns raised – declining numbers

Quality - deliver high quality care

1

OBJECTIVES

To provide the highest quality of care across all services ensuring care is individualised for both patients and their carers

2

Redesign an element of an integrated pathway as a pilot and use the methodology across other pathways

MEASURES

- Evidence of CQC readiness against the key lines of enquiry and achievement of a rating of good or higher
- Friends and Family Test: Increase response rate and maintain 'recommend rate'
- Demonstrate learning from complaints
- Performance in national surveys: meeting or exceeding national benchmarks
- Undertake patient peer reviews and develop action plans for implementation

- Pathway redesign task and finish group established in Q1
- Pathway element identified by Q2
- Pathway element redesigned by end of Q3
- Evidence of applying 'patient activation' in the redesign
- Measures to demonstrate impact agreed by end of Q3
- New pathway element piloted from Q4
- Methodology defined for further implementation

Systems & Partnerships - deliver care that connects organisations

1

OBJECTIVES

Be a responsible partner and continue to be a trusted and significant partner in Hounslow and SWL adding value to all partnerships we are members of

2

Take a leadership role in the ongoing development of the Integrated Care Systems

3

Support primary care networks

GENERAL MEASURES

- Maintain executive lead responsibility in each place
- Leadership team to hold Senior Responsible Officer roles on key place based programmes

SPECIFIC MEASURES

- Establish regular programme of stakeholder engagement in Hounslow and play our part in place based engagement with people and communities
- Strengthen our programme of stakeholder engagement in Kingston and Richmond
- Work with partners to localise SWL engagement strategy and operationalise it in our local places.

- Rotational roles across organisations and places, e.g. Allied Health Professionals

- All Primary Care Networks across Hounslow, Richmond and Kingston allocated a designated partnership lead

Sustainability - live within our means to ensure lasting improvement and clinical sustainability

OBJECTIVES

1

Develop a place-based Sustainability Plan

2

Deliver higher value from our resources by offering the right intervention at the right time and in the right place

3

Stop unnecessary interventions and attendances that don't add value to the patient

4

Continue to deliver our 'Green Agenda' including improvements in our management of waste, energy, and medicines optimisation

MEASURES

- Reduction in cost base to meet system financial plan
- Approved Place Based Sustainability Plan with partners
- Development of 5 year sustainability framework

- 20% reduction in length of stay for patients requiring 24 hour bed based care for the first time
- Reduction in the number of patients admitted and discharged on the same day
- Reduction in ambulance conveyances from nursing homes
- Increase utilisation of our urgent treatment centres

- Reduction in the number of diagnostic tests requested
- 5% of outpatient attendances to be discharged to a Patient Initiated Follow Up pathway
- Increase in number of advanced care plans and treatment escalation plans

- Governance framework to oversee progress, planning and communications in place
- Identify and implement effective, immediate actions
- Establish our position with regards to emissions we can influence

Next steps

- Continue engagement with staff and patients to refine and develop the objectives
- Launch objectives during July – to inform team and individual objectives
- Establish the process for oversight of delivery through the Committee in Common sub-committee structures