

# Trust Objectives 2019-2020



## 5 STAR PATIENT CARE - Care

**We will deliver care that is consistently high quality, well organised, meets best practice standards and provides the best possible experience of healthcare for our patients and their families**

- Implement a new system for identifying deteriorating patients to improve timeliness of treatment
- Further improve discharge planning by replicating the success of the "Home for Lunch" initiative at weekends
- Continue to increase the range of services provided 7 days a week

## 5 STAR PATIENT CARE - Safety

**We will embed a culture of safety improvement that reduces harm, improves outcomes and enhances patient experience. We will learn from mistakes and near-misses and use patient feedback to enhance delivery of care**

- Continue to improve the ways that we deliver timely and effective assessment of patients in the Emergency Department
- Reduce the number of patient falls by 10% compared to 2018/19
- Implement a new electronic monitoring system in the Maternity Unit to ensure patients receive appropriate interventions at the right time
- Continue to learn lessons and improve practice as a result of reviewing and investigating hospital deaths

## 5 STAR PATIENT CARE - Pathways

**We will reduce variations in care pathways to improve outcome, whilst recognising the specific individual needs of every patient**

- Achieve the target of sending 85% of e-discharge summaries to GPs within 24 hours of discharge, to allow appropriate care to be continued outside of hospital
- Maximise the benefits of providing primary and community health services to support integrated care in our local health systems
- Increase capacity and improve clinical adjacencies at Whiston Hospital, to create more assessment space and support the expansion of Same Day Emergency Care (SDEC)

## 5 STAR PATIENT CARE - Communication

**We will respect the privacy, dignity and individuality of every patient. We will be open and inclusive with patients and provide them with more information about their care. We will seek the views of patients, relatives and visitors, and use this feedback to help us improve services**

- Improve information for patients, so it is available at the right time and in the right format, to meet individual needs
- Increase the use of patient feedback, to identify themes which help shape service developments and future improvement plans
- Increase the range of communication methods with the Trust to improve access and responsiveness for patients, relatives and others

## 5 STAR PATIENT CARE - System

**We will improve Trust arrangements and processes, drawing upon best practice to deliver systems that are efficient, patient-centred, reliable and fit for their purposes**

- Maximise the functionality of the new Medway system to support staff to deliver high quality care
- Improve the systems for booking outpatient appointments and reduce the number of appointments that have to be rearranged
- Increase the use of the e-Rostering system to improve deployment of staff resources
- Work with partners in St Helens to maximise the use of the Shared Care Record to share information relevant to decisions about patient care

## DEVELOPING ORGANISATIONAL CULTURE AND SUPPORTING OUR WORKFORCE

**We will use an open management style that encourages staff to speak up, in an environment that values, recognises and nurtures talent through learning and development. We will maintain a committed workforce that feel valued and supported to care for our patients**

- Continue to implement innovative approaches to recruitment and retention, to provide high quality care
- Continue to respond to feedback from staff to improve the working environment, so that the Trust continues to be recognised as an employer of choice
- Offer more training and development opportunities, to support staff in realising their potential
- Implement a capacity and demand modelling system to help plan the right number and skill mix of staff

## OPERATIONAL PERFORMANCE

**We will meet and sustain national and local performance standards**

- Achieve national performance and access standards:
  - Improvement trajectory for emergency access standards
  - Cancer treatment waiting times
  - 18 week access to treatment for planned care
  - Waiting times for diagnostic tests
  - Ambulance handover times
- Maximise the productivity and effectiveness of clinical services through the use of benchmarking and comparative data e.g. GIRFT and Model Hospital, to ensure that all services meet best practice standards

## FINANCIAL PERFORMANCE, EFFICIENCY AND PRODUCTIVITY

**We will achieve statutory and other financial duties set by regulators within a robust financial governance framework, delivering improved productivity and value for money**

- Use the Model Hospital national benchmarking and reference costs information to optimise the efficiency of services and deliver cost improvement targets
- Work with healthcare organisations across Cheshire and Merseyside to explore further opportunities for collaborative corporate services
- Improve demand and capacity prediction and modelling to better align resource utilisation

## STRATEGIC PLANS

**We will work closely with NHS Improvement, and commissioning, local authority and provider partners to develop proposals to improve the clinical and financial sustainability of services**

- Work with health care system partners to develop plans to implement the ambitions of the NHS Long Term Plan, for our local population
- Collaborate with partners to develop plans for integrated care systems (ICS)
- Work with Cheshire and Merseyside Health Care Partnership to develop sustainable plans for service delivery across the wider health economy