

**Trust Board Meeting: Wednesday 8<sup>th</sup> July 2015**

**TB2015.89**

<b>Title</b>	<b>Corporate Objectives 2015/16</b>
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<b>Status</b>	For approval
<b>History</b>	<p>A draft set of corporate objectives was discussed by the Trust Board on 13<sup>th</sup> May 2015</p> <p>This revised set of objectives was supported by the Trust Management Executive on 25<sup>th</sup> June 2015.</p>

<b>Board Lead(s)</b>	Mr Andrew Stevens, Director of Planning and Information			
<b>Key purpose</b>	Strategy	Assurance	Policy	Performance
	The corporate objectives relate to all domains			

**Executive Summary**

1. This paper presents a set of corporate objectives for the Trust for 2015/16. These objectives are derived from the Trust Business Plan which was approved by the Trust Board on 13 <sup>th</sup> May 2015.
2. A draft set of corporate objectives was discussed by the Trust Board on 13 <sup>th</sup> May 2015.
3. Progress with delivery of the objectives will be reported to the Trust Board.
4. <b>Recommendation</b>  The Trust Board is asked to approve the corporate objectives for the OUH for 2015/16.

## Corporate Objectives 2015/16

### 1. Purpose

- 1.1. This paper presents the proposed corporate objectives for the Trust for 2015/16.

### 2. Background

- 2.1. The proposed objectives are derived from the Trust Business Plan which was approved by the Trust Board on 13<sup>th</sup> May 2015.
- 2.2. The objectives have been developed in conjunction with the Executive Directors and a draft set was discussed by the Trust Board on 13<sup>th</sup> May 2015.

### 3. Proposed Objectives

- 3.1. The proposed objectives are detailed in Attachment 1 to this paper:
  - 3.1.1. Monitoring Delivery:
  - 3.1.2. Progress with delivery of the objectives will be reported to the Trust Board.

### 4. Recommendation:

- 4.1. The Trust Board is asked to approve the corporate objectives for the Trust for 2015/16 as detailed in Attachment 1.

Andrew Stevens,  
Director of Planning and Information  
June 2015

## Proposed Corporate Objectives 2015/16

Ref.	Key Actions	Milestones/Measurables	Accountable Director	SO*
<b>1.</b>	<b>Strategy</b>			
1.1	Refresh the Trust's long term strategy	<ul style="list-style-type: none"> <li>Establish methodology</li> </ul>	Chief Executive	2
<b>2.</b>	<b>Quality</b>			
2.1	To consistently deliver safe, harm-free quality care to all patients	<ul style="list-style-type: none"> <li>Preventing avoidable patient deterioration and harm in hospital: <i>Sign up for Safety</i></li> <li>Partnership working to improve urgent and emergency care</li> <li>Improving recognition, prevention and management of acute kidney injury</li> </ul>	Medical Director	1
2.2	To provide high quality evidence-based care that is effective and ensures best possible outcomes for patients	<ul style="list-style-type: none"> <li>Learning from deaths to improve outcomes</li> <li>Management of patients presenting with sepsis</li> </ul>	Medical Director	1
2.3	To provide an excellent quality healthcare experience for all patients, carers and visitors	<ul style="list-style-type: none"> <li>End of life: improving peoples' care in the last few days and hours of life</li> <li>Improving communication, feedback and engagement</li> </ul>	Medical Director	1
2.4	To ensure there is a clear assessment process to support compliance with the Care Quality Commission regulations	<ul style="list-style-type: none"> <li>Trust wide assessment process in place</li> <li>To continue the development and implementation of the Peer Review Programme</li> <li>Monitoring and reporting of results to the Board</li> </ul>	Director of Assurance	2
<b>3.</b>	<b>Integration</b>			
3.1	Progress the Alliance Programme in collaboration with Oxford Health NHS FT and commissioners to transform urgent healthcare services for older people and adults who have complex health problems across Oxfordshire	<ul style="list-style-type: none"> <li>Alliance established</li> <li>Key Performance Indicators agreed</li> <li>Governance arrangements approved</li> <li>Financial and risk profiles agreed</li> </ul>	Director of Clinical Services	4

Ref.	Key Actions	Milestones/Measurables	Accountable Director	SO*
3.2	Work with Oxford University to establish the clinical framework for the Precision Cancer Medicine Institute (PCMI) and the delivery of the Genomic Medical Centre	<ul style="list-style-type: none"> <li>• PCMI governance framework established</li> <li>• PCMI clinical model agreed</li> <li>• Genomic contract delivered</li> <li>• Successful in national tender for Genetics</li> </ul>		6
<b>4.</b>	<b>Specialty Review</b>			
4.1	Review the sustainability of the Trust's services, particularly its specialised services portfolio, in the light of likely tariff changes and the NHS England review of specialised services	<ul style="list-style-type: none"> <li>• Agree methodology</li> <li>• Assemble data</li> <li>• Commence review</li> </ul>	Director of Clinical Services	3 & 5
<b>5.</b>	<b>Pathways</b>			
5.1	Outpatients	<ul style="list-style-type: none"> <li>• Complete Outpatient Improvement Programme to improve patient experience and waiting times</li> </ul>	Director of Clinical Services	1 & 3
5.2	Progress business cases for provision of satellite radiotherapy units at Swindon and Milton Keynes	<ul style="list-style-type: none"> <li>• Gain Board approval for Full Business Cases</li> </ul>	Director of Clinical Services	5
5.3	Continue to develop a strategy for the Horton, including moving services for people from the north of the county and neighbouring communities to the Horton where clinically and financially sustainable	<ul style="list-style-type: none"> <li>• Development of new services at the Horton</li> <li>• Development of new models of care to achieve improved patient outcomes</li> </ul>	Director of Clinical Services	4
<b>6.</b>	<b>Performance</b>			
6.1	Deliver 18 week maximum referral to treatment waiting times	<ul style="list-style-type: none"> <li>• Achieve agreed trajectory</li> </ul>	Director of Clinical Services	1
6.2	Work with System Resilience Group to improve system processes and overall capacity to deliver the 4 hour Emergency Department standard and improve the flow of patients through the hospitals	<ul style="list-style-type: none"> <li>• Achieve agreed trajectory</li> </ul>	Director of Clinical Services	1 & 4
6.3	Deliver cancer standards	<ul style="list-style-type: none"> <li>• Achieve agreed trajectory</li> </ul>	Director of Clinical Services	1
<b>7.</b>	<b>Workforce</b>			
7.1	Increase substantive workforce capacity	<ul style="list-style-type: none"> <li>• Recruit to and maintain substantive workforce capacity to within 10% of establishment levels</li> </ul>	Director of Organisational Development and Workforce	1
7.2	Improve staff retention	<ul style="list-style-type: none"> <li>• Reduce and maintain overall staff turnover to 10.5%, or below</li> </ul>	Director of Organisational Development and	1

Ref.	Key Actions	Milestones/Measurables	Accountable Director	SO*
			Workforce	
7.3	Reduce reliance and expenditure on contingent workforce	<ul style="list-style-type: none"> <li>Reduce expenditure on the contingent workforce (bank and agency) to 2013/14 out turn levels</li> </ul>	Director of Organisational Development and Workforce	1 & 3
7.4	Implementation of Nursing and Midwifery Strategy	<ul style="list-style-type: none"> <li>First year targets/milestones met</li> <li>Achieve acceptance via assessment on the Magnet Programme</li> </ul>	Chief Nurse	1
<b>8.</b>	<b>Estates</b>			
8.1	Transfer medical sub-specialties from the Churchill to the JR to support the strengthening of acute services	<ul style="list-style-type: none"> <li>Relocation of respiratory inpatients and Cystic Fibrosis service by November 2015</li> </ul>	Director of Clinical Services	1 & 4
8.2	Develop solutions for facilities which are not designed for modern models of care or are simply ageing	<ul style="list-style-type: none"> <li>Churchill Day Surgery Unit</li> <li>Horton Endoscopy</li> <li>JR 2 theatres</li> <li>Level 7 wards</li> <li>Clinical Genetics</li> <li>Renal ward</li> </ul>	Director of Clinical Services	1
<b>9.</b>	<b>IT</b>			
9.1	Achieve transfer of contract	<ul style="list-style-type: none"> <li>Data centre transfer achieved</li> </ul>	Director of Planning and Information	1
9.2	Complete electronic prescribing roll-out	<ul style="list-style-type: none"> <li>Final stages of roll-out completed and patient safety, quality and efficiency benefits identified</li> </ul>	Director of Planning and Information	1
9.3	Agree strategic priorities	<ul style="list-style-type: none"> <li>New investment plan signed off by Board, identifying patient safety, quality and efficiency benefits</li> </ul>	Director of Planning and Information	1
9.4	Agree benefit realisation programme for delivery in 2015/16	<ul style="list-style-type: none"> <li>Programme signed off by Trust Management Executive</li> </ul>	Director of Planning and Information	1
<b>10.</b>	<b>Research, Development and Education</b>			
10.1	Prepare for the anticipated Biomedical Research Centre renewal competition in 2016	<ul style="list-style-type: none"> <li>Achieve milestones</li> </ul>	Medical Director	6
10.2	Increase the number of patients participating in clinical trials and the impact of clinical trials on patient care	<ul style="list-style-type: none"> <li>Achieve target recruitment</li> </ul>	Medical Director	6
10.3	Through the provision of appropriate education and training, develop staff capability and capacity in order to meet the needs of patients	<ul style="list-style-type: none"> <li>Develop and implement a multi-professional education and training strategy</li> </ul>	Director of Organisational Development and Workforce	1

Ref.	Key Actions	Milestones/Measurables	Accountable Director	SO*
	and service users			
<b>11.</b>	<b>Finance</b>			
11.1	Deliver the financial plan	<ul style="list-style-type: none"> <li>Deliver the planned breakeven out-turn</li> </ul>	Director of Finance and Procurement	3
<b>12.</b>	<b>Partnerships</b>			
12.1	Develop a Patient and Public Participation Strategy	<ul style="list-style-type: none"> <li>Strategy approved by the Board</li> </ul>	Chief Nurse	1 & 2
12.2	Address issues raised by GPs	<ul style="list-style-type: none"> <li>New delivery mechanism with Key Performance Indicators established</li> </ul>	Medical Director	1 & 2
<b>13.</b>	<b>Organisational</b>			
13.1	Achieve NHS Foundation Trust status	<ul style="list-style-type: none"> <li>FT status achieved</li> <li>Establish Council of Governors as an effective vehicle for improved engagement and accountability</li> </ul>	Chief Executive	2

\*Relevant Strategic Objective