



Year 1
2019-2020

<p>What are we trying to accomplish?</p> <p>We will embed safe and effective care in every ward by introducing a Trust wide assessment and accreditation framework</p>	<p>Why are we focusing on this area?</p> <ul style="list-style-type: none"> The Introduction of Caring at its Best Assessment and Accreditation Standards across the Trust will reduce unwarranted clinical variation within Ward and Outpatient facilities This will ensure improved measurement and patient safety, effectiveness and improved patient, carer and family experience
<p>What are we trying to accomplish?</p> <p>We will consistently implement the safest practice for invasive procedures, with a focus on consent, NatSSIPS and the Five Steps to Safer Surgery; and we will improve our learning when things go wrong</p>	<p>Why are we focusing on this area?</p> <ul style="list-style-type: none"> We had 8 Never Events (7 which directly relate to invasive procedures) in 2018/19 Numerous patient safety incidents related to inconsistency of checking processes for invasive procedures Not all areas have fully implemented their LocSSIPS in line with the required NHS Improvement Patient Safety Alert supporting the introduction of the National Safety Standards for Invasive procedures from 2016 The consent process has featured as a theme in many of the Never Events and other patient safety incidents
<p>What are we trying to accomplish?</p> <p>We will implement safe and timely discharge for all patients in our care, 7 days a week, by embedding safer discharge processes and eliminating avoidable delays</p>	<p>Why are we focusing on this area?</p> <ul style="list-style-type: none"> Evidence of increased harm (incidents, Serious Incident's, x2 Regulation 28 letters) Patient complaints of poor discharge experience GP feedback/concerns of suboptimal care and inaccurate discharge summaries Other provider (LPT) service concerns of unsafe transfers and required readmissions Failed discharges/ readmissions due to unsafe transfer of care
<p>What are we trying to accomplish?</p> <p>We will provide high quality and timely diagnosis & treatment for patients on cancer pathways by redesigning those pathways in conjunction with our partners</p>	<p>Why are we focusing on this area?</p> <ul style="list-style-type: none"> Because it's the right thing to do for our patients We are not achieving against the National targets Quicker diagnosis = quicker treatment = better outcomes Increased demand means we need to focus on transformation not just doing things quicker We need to be better at supporting patients throughout the pathway
<p>What are we trying to accomplish?</p> <p>We will work as a system to create safe, efficient and timely urgent and emergency care, with a focus on embedding acute frailty and Same Day Emergency Care</p>	<p>Why are we focusing on this area?</p> <ul style="list-style-type: none"> For those patients not treated in a timely manner, we provide a poor patient experience Poor performance contributes to lower staff morale Both System- and service wide transformation is required to ensure we are able to deliver 'Caring at its best' every time for every patient
<p>What are we trying to accomplish?</p> <p>We will provide high quality, efficient integrated care by redesigning pathways in key clinical services to manage demand, improve use of resources and deliver financial improvement</p>	<p>Why are we focusing on this area?</p> <ul style="list-style-type: none"> Continuously improving our effectiveness and efficiency not only provides better care for our patients but also provides us with the financial headroom to invest in our services and estate Exponential demand for acute centric care cannot continue, especially where earlier intervention/ prevention/ alternate settings could avoid an acute episode We are required to achieve a control total in 2019/20 and eliminate a deficit by 2023 We know that a small number of services (our vital few) require some targeted input to allow them to provide the most efficient and effective care



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<p>What are we trying to accomplish?</p> <p>We will begin implementation of our new Quality Strategy, focusing initially on developing the right culture, leadership and skills to encourage and enable improvement</p>	<p>Why are we focusing on this area?</p> <ul style="list-style-type: none"> We know we need significant and sustained improvement to deliver 'Caring at its Best' for every patient, every time We need a comprehensive, evidence-based approach to help us transform our organisation as we move to 'Become the best' To do this, we need to implement our quality strategy at scale and at pace
<p>What are we trying to accomplish?</p> <p>We will implement our People Strategy, with a focus on attracting and retaining the staff that we need and developing new roles where these will help improve care</p>	<p>Why are we focusing on this area?</p> <ul style="list-style-type: none"> Ensure our workforce is diverse and inclusive to bring the voices of patients and communities into the design of high-quality care Aim to have a highly engaged, cared for and skilled workforce, performing at their best for the communities we serve The right kind of leadership sets the behavioural standard for the organisation and is a vital enabler of cultural change Establish our improvement method and ensure consistent use by all
<p>What are we trying to accomplish?</p> <p>We will invest in our current estate in order to support the delivery of safe and effective care, including delivering the next stages of our reconfiguration and pursuing the business case for our longer term plan</p>	<p>Why are we focusing on this area?</p> <ul style="list-style-type: none"> Old and outdated buildings are inefficient and costly; they sap morale, impede recovery and reduce well-being. We know that our current estate can be more efficient, more attractive, better maintained and more effectively used to support clinical quality The current three site configuration creates duplication and triplication of services which is costly, impacting negatively on workforce capacity, gaps in rotas, equipment is spread too thinly, and the patient experienced is negatively affected by being bounced between sites for different aspects of their care
<p>What are we trying to accomplish?</p> <p>We will support safe and effective care by progressing our e-Hospital plans to implement user-friendly and integrated solutions that make people's jobs easier to do</p>	<p>Why are we focusing on this area?</p> <ul style="list-style-type: none"> To enable visibility and the sharing of patient records real time, anywhere, anytime To improve patient safety through better alerting and decision support based on capturing clinical data and transforming it into dashboards and clinical analytics To improve the efficiency of our workforce through better workflow of referrals, treatment and transfer to other health and social care partners To improve patient flow through ED, the wards and onward discharge or transfer out To improve and enable outpatient transformation
<p>What are we trying to accomplish?</p> <p>We will maximise the opportunities for our patients to benefit from research, including launching our new 'Academic Health Science Partnership'</p>	<p>Why are we focusing on this area?</p> <ul style="list-style-type: none"> We are a large teaching hospital with a significant research portfolio. Strengthening partnerships with our academic partners and focusing on specific areas such as frailty, genomics and population health will enable us to ensure that we provide the most effective and innovative care
<p>What are we trying to accomplish?</p> <p>We will provide more effective and efficient corporate processes to support our staff and CMGs</p>	<p>Why are we focusing on this area?</p> <ul style="list-style-type: none"> To deliver quality care our corporate services must showcase best practice in terms of innovation and efficiency. Our recruitment and payroll functions should be slick, customer focussed, streamlined and be supported by a paperless environment