

Trust Plan on a Page 2017/18 and 2018/19

Vision & Values	Our Vision: To Be Among the Best... <ul style="list-style-type: none"> • Patient Experience • Financial Sustainability • Clinical Outcomes – Patient Safety 	Our Values: <ul style="list-style-type: none"> • We put our patients first • We strive for excellence and continuous improvement • We value everybody • We are open and honest • We work as a team 	
Strategic Aims	<ol style="list-style-type: none"> 1. Keeping our promises on value and quality - after the <i>Our Changing Hospitals Programme</i> 2. New services and ways of caring - through working with partners 3. Mount Vernon Cancer Centre - with partners, we will redevelop the centre 		
	Plan Aims	Key Objectives	With a specific focus on
Delivering our Promises	Improve Patient Experiences	- achieve milestones in Patient & Carer Experience Strategy	Patients feeling involved in decisions about their care, staff explaining what will be done during operation/procedures and staff answering questions about operation/procedure. Focus on patient and community engagement in service and system transformation
	Improve Patient Outcomes	- achieve milestones in Engagement Strategy - achieve milestones in the Improving Outcomes Patient Strategy	Implementation of e-Obis Expand care bundles in routine use to cover 10 common clinical conditions
	Secure financial recovery – transform our services, become easy to use and optimise our efficiency & income	- achieve milestones in the Research Strategy - deliver 17/18 and 18/19 agreed control totals - deliver underpinning CIP - Implement the Trust Lorenzo FAB system during 2016/17 Improve financial and operational decision making - deliver Phase 2 Our Changing Hospitals Transformation Programme	Increase in recruitment of patients to research studies Development of a dynamic and flexible long term financial planning framework to support strategic decision making Development and deployment of a fit for purpose Business Intelligence Framework Deliver a programme to support improved accuracy of Trust data capture and coding Revise job planning policy and deliver e-job planning for senior medical staff Theatre efficiency, Outpatients, Inpatient Flow, Carer, Workforce Productivity
	Develop our organisational culture and ensure that our staff are supported and engaged	- achieve milestones within the People Strategy - achieve milestones within the Culture Change Programme - achieve milestones in Leadership and Management Strategy - achieve milestones in Health & Wellbeing Strategy	Embed LEND as Trust leadership model. Develop all of our managers with coaching skills. Deliver Flexible Working Project as part of Retention Strategy. Continue to embed Health & Wellbeing CQUIN with particular focus on attendance at work and supporting our staff to be well.
	Transform our services to deliver consistent improvements in access to care and quality of care that our patients receive	- achieve and sustain delivery of all constitutional standards - achieve consistent Good CQC ratings across all services and sites	Deliver 4 hour performance trajectory and sustain improved performance Redesign acute medical model to provide early senior intervention across Emergency Department Acute Assessment areas Redesign Review and transform cancer pathways from primary care to reduce late diagnoses of cancer Transform secondary and tertiary pathways to consistency achieve 31 & 62 day standards
New Ways of Caring	Develop and redesign our workforce to respond to recruitment challenges and support new models of care and research within the Trust and STP	- achieve milestones within People Strategy - finalise and implement Multi-professional Education strategy - achieve University Trust status	Implementation of the Nursing Associate role & Paediatric Nursing Associate role Develop our USP employment offering, branding the Trust as a flexible employer Establish pathways to support research that takes place across the STP area
	Transform our services to support and deliver STP plans	- work with partners to redesign patient-centred pathways that facilitate keeping patients out of hospital including full participation in the STP work streams - harness benefits from developing back office & support services at scale across ENHT and PAH - reduce unwanted variation	Fidelity Services to minimise admission and re-admission rates and enable patients to be cared for in the community where appropriate End of Life care to optimise outcomes and reduce acute variation Provide consultant-led ambulatory services across all major admitting specialities Support services at scale: Pharmacy, Radiology, Estates, in hospital therapies. Review, design and implement new pan-provider pathways for Chest Pain, Community acquired Pneumonia, Fidelity and End of Life
	Develop & Deliver Sustainable Specialist Services across the STP	- deliver the renal sustainability strategy - further develop seven day services and strengthen clinically fragile services by working collaboratively with partners - review capacity and demand and transform service models to deliver more efficient and cost effective pathways	Relocate Luton Dialysis Unit, obtain approvals for next steps in renal strategy and develop tertiary renal in-reach service at PAH Develop a vascular surgery network across Hertfordshire and W Essex with a Vascular Centre at Lister, subject to agreement with NHSE Develop sustainable model of interventional radiology across Hertfordshire and W Essex Develop the complex Urological Surgical Cancer Service to include W Essex patients
Mount Vernon Cancer Centre	Secure a positive future for the MVCC	- commence delivery of the clinical service strategy for MVCC - secure the Trust's interest in the site to facilitate future development - deliver rolling Linac replacement programme aligned with clinical strategy - achieve milestones in Research Strategy	Confirm key delivery partner(s) and develop relationships incl. radiotherapy network Reach site agreement with THFT Progress linac replacement including develop proposals for a satellite radiotherapy service and implement national requirements as per the outcome of the pending Modernising Radiotherapy Strategy Ensure protected research time for research active clinicians, access to research support, and collaborative working with associated local hospitals and tertiary centres

