Quality Matters

NHS
The Queen Elizabeth Hospital King's Lynn
NHS Foundation Trust

Corporate Strategy

2018 - 2023

1. Purpose and Approach ... how we developed our plans

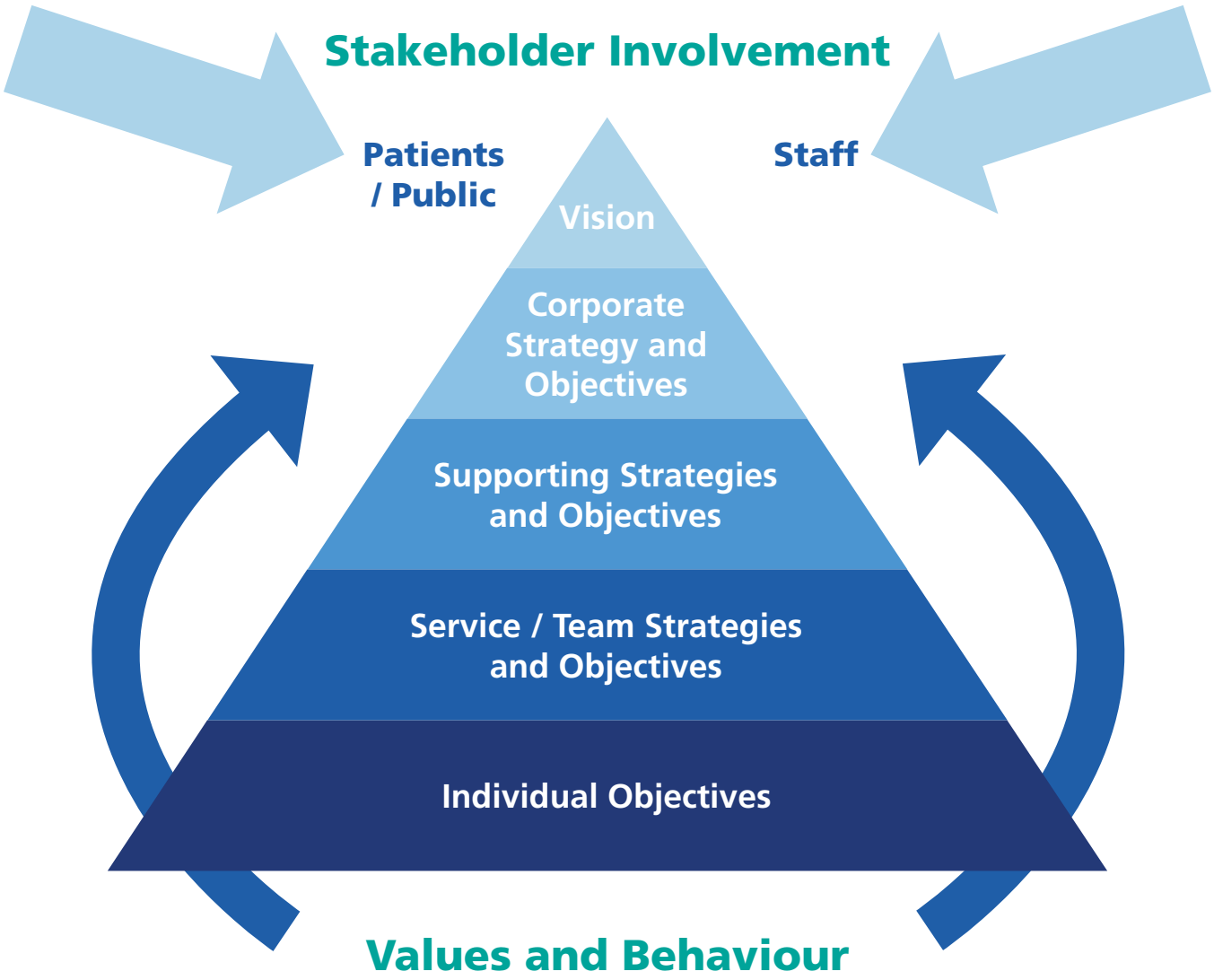
Purpose

The purpose of The Queen Elizabeth Hospital (QEH), King's Lynn NHSFT's Corporate Strategy is to describe the Trust's plans for the forthcoming five-year period.

Approach

The Trust's approach to strategic planning is described in the model below. We call this model, 'The Golden Thread', as it shows the thread that enables our teams and our staff to understand and own how their work helps to deliver the Trust's plans and achieve its vision, underpinned by agreed values and behaviours.

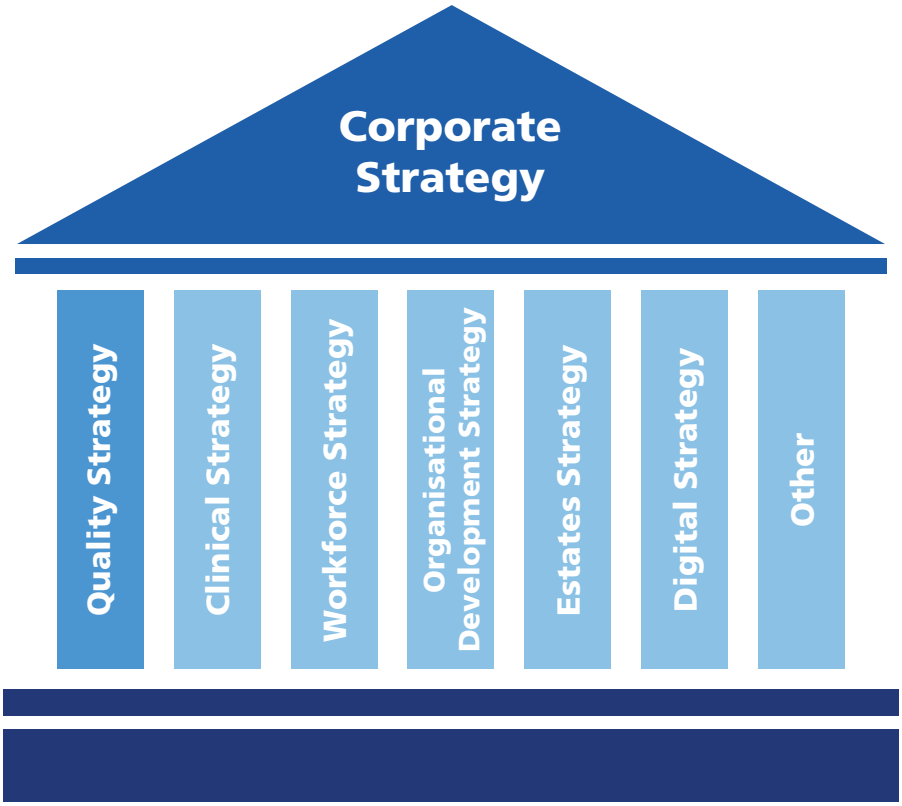
Strategic Planning - 'The Golden Thread'



Led by the Chief Executive, the Board has set out its Vision and Corporate Strategy for the five years from 2018.

The executive team has also led on the development of the Supporting Strategies, each of which develops the corporate priorities and objectives and sets out detailed actions to deliver them.

Supporting Strategies



Each of these supporting strategies may also have further supporting strategies e.g. The Nursing and Midwifery Strategy.

2. Definitions

Vision: An aspirational description of what we would like to achieve in the future

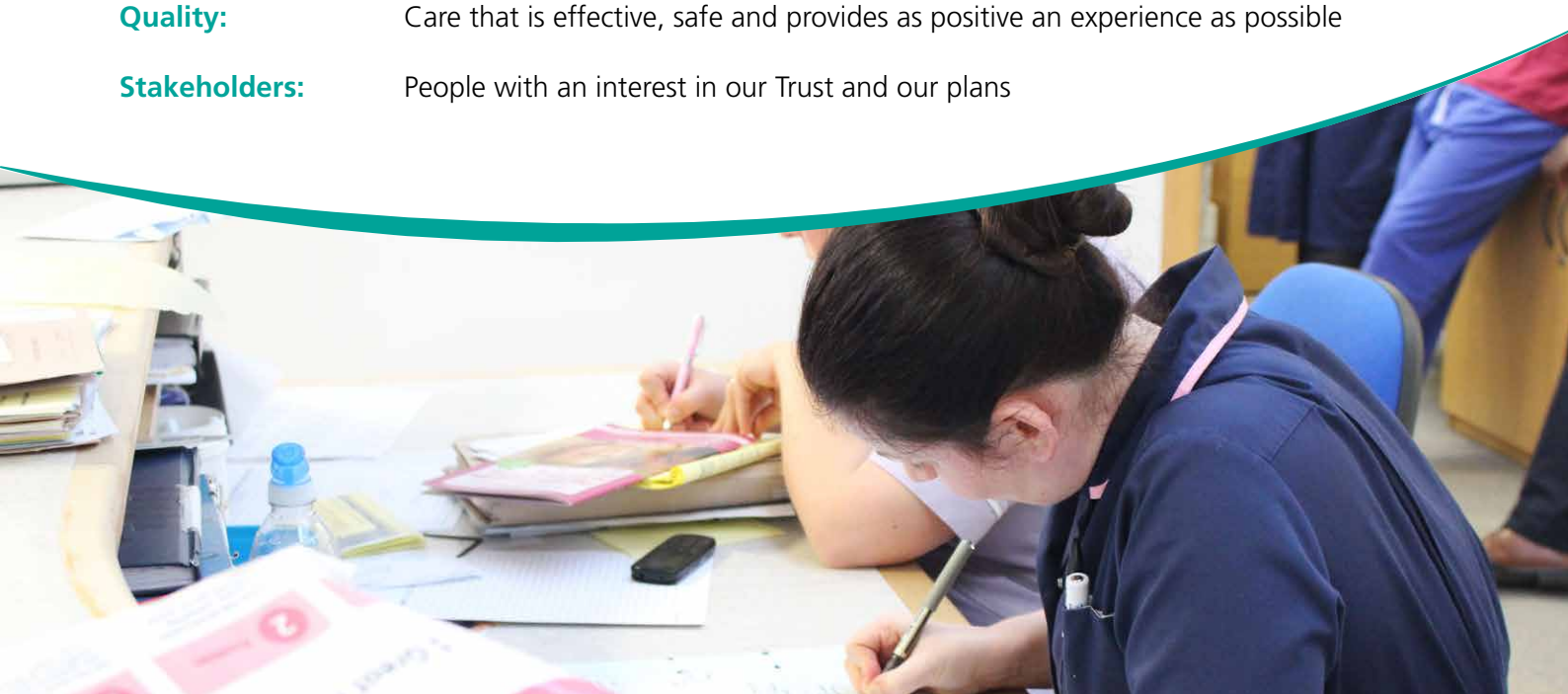
Strategy: Our plan to bring about our desired future – our Vision

Objective: Something we plan to achieve

Values: Our principles or standards of behaviour

Quality: Care that is effective, safe and provides as positive an experience as possible

Stakeholders: People with an interest in our Trust and our plans



3. Stakeholder Engagement

Our stakeholders – people with an interest in our plans

We have identified our key stakeholders as:

- Our patients
- The public served by the Trust
- Our staff
- Our Board
- Our governors and Foundation Trust Members
- Our health and social care service provider partners (statutory and voluntary)
- Our regulators

Asking our stakeholders to help us develop our plans

During the development of the Trust's Vision and Corporate Strategy, a series of stakeholder engagement activities were held with the Board, with the Trust's governors (as the representatives of the patients and public) and with key staff groups in early 2018.

Asking our governors (representatives of our patients & the public)

Key common themes on 'areas for improvement', identified at our governor workshops were:

- Patient access to services in primary, secondary and community services
- Communications with patients, including communications concerning Advanced Care Plans
- Access to mental health services
- Pre-admission processes
- Discharge planning and processes
- Inter-agency working to provide 'joined-up' care for patients

Asking our staff

In April 2018, we asked staff what key issues should be addressed in our strategic planning for services for patients and our community. The key themes identified are set out below. Larger words indicate that more people thought the issue should be addressed by the Trust's plans.

Working with our strategic partners to help us develop our plans

Norfolk and Waveney

The Trust is a partner in the Norfolk and Waveney Strategic Partnership (STP). The Trust's Corporate Strategy needs to align with the STP's aims and objectives, which at a high-level are as set out in the STP Plan, published on the Healthwatch Norfolk Website and summarised here:

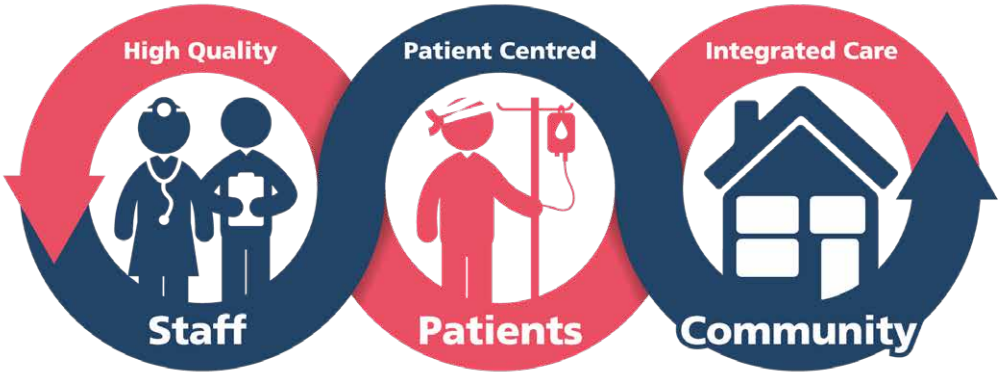
STP – Priorities

- Preventing illness and promoting well-being – supporting people to live longer, healthier lives by targeting lifestyle risk factors. Aligning community services with local authorities and the third sector, supporting people to live independently.
- Care closer to home – people living independently with better access to primary, and secondary care, as well as the third sector, thereby reducing demand on hospital and residential services.
- Integrated working across physical, social and mental health, delivering holistic care, improved patient experience and better outcomes. Services focusing on social care and mental
- health parity of esteem.
- Developing sustainable hospital services.
- Delivering cost-effective, high quality services within the funds available.

4. Our Vision … our aspirations for the future

One of the statutory responsibilities of the Trust's Board is to set out the Trust's Vision, which is:

'To deliver high quality, patient centred, integrated care for our community'



Our Vision … explained

- Our **PATIENTS** must be at the 'centre' of our strategic aspirations and planning
- Our success in delivering high quality services for our patients relies on our **STAFF**
- The Queen Elizabeth Hospital is a highly valued part of the **COMMUNITY** it serves (a community where most of our staff and patients also live
- We must work with **COMMUNITY** partners to realise our vision to "deliver high quality, patient centred, integrated care for our community"

5. Our Strategic Objectives … what we will do to realise our vision

To deliver high quality, patient centred, integrated care for our community - we will:

Provide care that is safe and supported	Give our patients the best possible outcomes - involving and explaining effectively	Provide a patient experience we can be proud of
Sustain safe births and supported childhoods	Strengthen our community's wellbeing throughout life	Support our patients to age with dignity
Optimise our use of resources	Recruit and retain high calibre staff, and develop potential	Innovate and harness technologies

1. Provide Care that is safe and supported:

- We will support our staff and resource our teams to ensure that we deliver our services to patients in accordance to accepted care standards across all service areas of the Trust
- We will ensure the safety of those in our care

2. Give our patients the best possible outcomes – involving and explaining effectively:

- We will work across the Trust and with our healthcare partners to ensure that patients receive the right care and treatment for their needs
- We will involve our patients in the planning of their treatment and care and we will communicate effectively with our patients and their families and carers to ensure that they understand their planned care and treatment and the choices they have

3. Provide a patient experience we can be proud of:

- We will ask our out patients about their experience of our services and our environment and will act on what they tell us in order make improvements
- We will deliver an experience for our patients that we would want for ourselves, our loved-ones and our friends

4. Sustain safe births and supported childhoods:

- We will work with our partners and our maternity service teams to ensure that service users, pregnant women and babies are receive high quality care in a safe and appropriate environment
- We will work with our community partners to ensure that children and young people receive the most appropriate care and treatment in the right environment

5. Strengthen our community's wellbeing throughout life:

- We will work with our health and social care partners to ensure that safe, effective treatment and compassionate care are delivered in the most appropriate setting

6. Support our patients to age with dignity:

- We will work with our health and social care partners and with our patients and their carers to deliver care that enhances our older patients' wellbeing and ensure the greatest possible degree of independence and dignity

7. Optimise our use of resources:

- We will work with our teams and our healthcare partners to deliver value-for-money, sustainable, efficient and productive services
- We will never compromise the delivery of safe services in favour of saving money

8. Recruit and retain high calibre staff, and develop potential:

- We will work to attract the best clinical and non-clinical staff to work at the Trust
- We will develop the skills of staff with potential and ambition and create a supportive environment which encourages our staff to stay with us

9. Innovate and harness technologies:

- We will work with our system partners to develop integrated systems and technologies which are efficient, effective and enhance the patient experience
- We will encourage our staff to suggest and develop new ways of working which improve the effectiveness and efficiency of our services delivery
- We will work with our system partners to develop transformational services that improve services for our patients and the community we serve

6. Our 'Delivery Tools' … what we will use to help us deliver our strategic objectives

We have three key tools to help our leaders, teams and individual staff to own and deliver our strategic objectives:

The Trust has separate plans and frameworks in place to describe these delivery tools.

Organisational Development:

Organisational Development is about how we work together to:

- develop and embed a positive culture within the organisation.
- Drive change and transformation
- Improve performance

It is underpinned by our values and behaviours framework.

Quality Improvement:

Quality Improvement describes the Trust's methodology and 'tools' for bringing about the changes necessary to deliver consistently, care that is effective, safe and provides as positive an experience as possible.

The Trust's Quality Matters programme provides:

- the environment for quality improvement throughout the organisation and beyond
- the checks and balances required to ensure sustained improvement

Accountability Framework:

The Accountability Framework describes a methodology, which:

- monitors and manages performance throughout the organisation
- drives consistent high standards across all areas of the Trust's activities
- holds individuals and teams at all levels of the organisation to account, for performance

7. Our Values and Behaviours … what it's like to be here, at the QEH

We have talked to our staff about developing our values and behaviours. Our values and behaviours are important because they describe how we all want it to feel to work or be treated at the QEH and how we will work together to deliver our plans.

Our Values:

Act Well
We take personal responsibility and respect the dignity and individuality of each person in our care, and the professionalism and skills of our team members.

Listen Well
We will deliver forward thinking quality services through listening to, learning from, and empowering those I work with.

Care Well
We care about providing safe, compassionate and attentive services for patients and a positive working environment for our colleagues.

8. How will we know how well we are doing in delivering our strategic objectives?

We will deliver our strategic objectives through:

- Our supporting strategies and plans
- Our team objectives
- Our personal objectives

We have many ways to check to see how we are doing and where we may need to take additional action, through listening to what people say and through monitoring and reporting on our progress. We identify and monitor any risks to the delivery of our objectives and we collect and analyse information, called key performance indicators (KPIs) to see how well we are delivering against standards and our objectives.

Here are some of the ways we listen and check on our progress:

Our Board of Directors, including:

- Board and Board Committee / sub-committee meeting reports – from 'Ward to Board'
- Director visits to all areas of the hospital
- Performance Review Meetings

Our Governors, including:

- Governors' Council / committee meetings
- Periodic briefings

Our Staff, including:

- Team meetings
- Staff briefings
- Staff appraisals
- Staff feedback and staff satisfaction surveys
- Staff reporting of concerns, including whistleblowing

Our patients and the public, including:

- Patient feedback, including patient satisfaction surveys
- Compliments and complaints
- Annual Report, Quality Report and Financial Accounts – reporting on how we did in the year just passed

Our regulators (NHS Improvement and the Care Quality Commission), including:

- Regular reporting and monitoring by our regulators
- Inspection

Our partners, including:

- Peer review
- Regular strategic planning meetings with our STP partners

9. Monitoring and Review

We will keep our Corporate Strategy under review and will undertake a formal review every year, checking to see:

- how well we are doing in delivering our plans
- whether the strategy continues to reflect our stakeholders' priorities
- whether we need to take corrective action
- whether there are additional opportunities that we can explore for the benefit of our patients, our staff and our community

Quality Matters