

Developing our foundations for excellence

Without a strong foundation, we could be distracted from our key focus on patients and their needs.

To achieve these strong foundations, we need to ensure that we have excellent facilities, systems and strong finances in place.

To build our site infrastructure, safety, effectiveness and efficiency of facilities, our objective is to:

- develop and implement a site strategy.

To provide excellent Trust systems, our objectives are to:

- implement Wirral Millennium Phase 1
- deliver the year 2 milestone in the Wirral Excellence in Healthcare System plan
- roll out year 2 of our communications strategy.

To deliver strong financial performance and excellent Trust systems, our objectives are to:

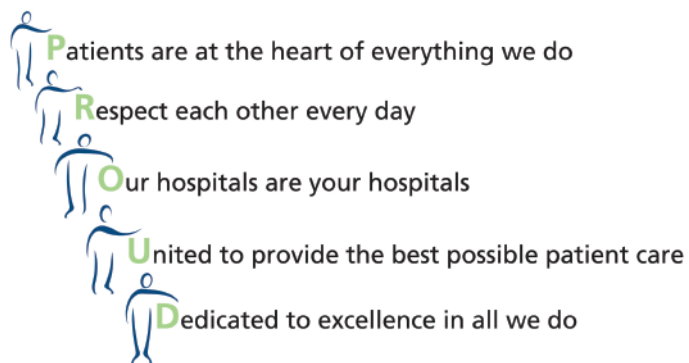
- achieve cost improvement targets
- develop a robust plan for cost improvement targets for 2011/12
- achieve our Monitor Finance Risk rating
- redesign our outpatient department
- ensure supply chain excellence.

For further information about our Trust goals for 2010/11, please contact a member of the Executive Director Team on ext 2800.

Our core values

One of our Trust-wide goals for 2009/10 was to develop a set of core values.

Following engagement with internal and external stakeholders as part of the development of the Trust's Corporate Identity, a draft set of core values was identified which was then further developed last year as illustrated.



Our Hospital Management Board and Board of Directors have now approved these core values for adoption throughout our Trust.

They will help to shape the culture and character of our organisation, guide the decisions that we make and the way in which we behave, and ultimately they will help to make our vision of achieving Excellence in Healthcare a reality.

A plan to embed these values throughout the organisation has been developed. Work will now start on implementing the plan so that every member of staff can aspire to be PROUD of what they do and what the Trust stands for.

If you would like further details about our core values, please contact the Communications and Marketing Team on ext 8066.



A summary of our Trust goals

2010/11

Striving for Excellence in Healthcare

Each year our Trust sets a series of goals to help us work towards our long term, strategic plan and vision of Excellence in Healthcare.

This year's key goal is to deliver excellence in quality, patient experience and safety. This is supported by four operational goals; **to improve access, improve flow, develop staff** and **build relationships**.

These goals are not new – they have developed over time and build on the success of previous years' goals and are supported by our Trust's foundations.

This leaflet outlines the targets that have been set for the whole of our Trust to deliver these goals.

Trust-wide goals

Goals	Targets
Excellence in quality, safety and patient experience	<ul style="list-style-type: none"> Eliminate avoidable infection, injury and death
Improve patient access	<ul style="list-style-type: none"> Reduce waiting times for <ul style="list-style-type: none"> A&E outpatients operations
Improve patient flow	<ul style="list-style-type: none"> Reduce length of stay Implement model wards
Develop excellent staff through	<ul style="list-style-type: none"> Staff engagement and satisfaction Leadership and talent Communications Workforce profile
Develop collaborative relationships	<ul style="list-style-type: none"> With Governors, Members, commissioners and other hospitals
Foundations	<ul style="list-style-type: none"> Provide excellent systems Implement communications strategy Enhance safety, effectiveness and efficiency of facilities Deliver strong financial performance

Excellence in quality, safety and patient experience

Providing safe care to our patients with the best possible clinical outcomes must be our highest priority if we are to meet our vision of Excellence in Healthcare.

Our key objectives to achieve excellence in quality, safety and patient experience during 2010/11 are to:

- establish the Patient Safety Alert System and maintain a high level of reporting of incidents/near misses
- reduce hospital acquired infections
- achieve a reduction in the number of falls
- implement venous thromboembolism screening
- improve mortality rates
- implement Advancing Quality, in heart failure, hips and knees, heart attacks, community acquired pneumonia and stroke
- implement local Advancing Quality, in fractured neck of femur, hospital acquired pressure ulcers and falls
- achieve NHSLA level 3
- achieve required levels of improvement in the annual patient experience survey.

Improving access to hospital treatment and patient flows

Waiting times are a key measure of service quality. Avoiding delays while in hospital is essential both to a patient's experience and clinical outcomes, as well as ensuring that we deliver efficient and sustainable services.

Our key objectives to achieve improved access to treatment and improved patient flows are to:

- reduce length of stay and overall bed requirements
- implement six model wards, with the potential to move on to develop 'Model Services'
- comply with national waiting time standards for accident and emergency, elective surgery and cancer treatment.

Developing excellent staff

Our staff are our major asset. They are also our largest cost. The skills, experience and approach of our staff is essential if we are to deliver our vision of Excellence in Healthcare.

Our key objectives to develop our staff are set out in our Workforce Strategy 2010-2013. This includes:

- delivering year 1 of our three year workforce profile
- increasing staff engagement and satisfaction levels
- maximising knowledge and talent within our organisations
- maximising national and local terms and conditions for all staff
- meeting our obligations as a major employer within the Wirral economy.

Building collaborative relationships

Our Members, Governors, commissioners and other providers are key partners both in assuring the quality of our existing services and shaping them. They are also integral in developing new services.

Our objectives to achieve closer relationships with key partners are to:

- strengthen purposeful relations with our Assembly of Governors
- develop the collaboration with the Countess of Chester NHS Foundation Trust
- engage with NHS Wirral in developing a plan for a fully integrated urgent care service
- develop an approach to back office functions that will ensure value for money.