

Director of Operations Objectives 2008/09

SPECIFIC	MEASURABLE	ACTIONS	RESOURCES	TIMESCALES
To develop well organised clinical action systems that improve the patient experience	No overbooked clinics	To complete project initiation documentation, agree work-streams and action plan that reflect HMB agreed priorities.	Restructure Operational resources to provide dedicated project leadership.	June 2008
	No patients waiting longer than 30 minutes for an appointment			
	Linked Outpatient and Diagnostic appointments	To set up the Project Management Steering Group and Project Group to formally report progress to HMB on a monthly basis.	HR support for organisational development IM&T support for data measurement and progress reports. Lean Thinking/Six Stigma training and support for staff.	July 2008
	Hospital cancelled appointments reduced to below 10%		Customer Care training.	Monthly Overall a 1-2 year project.
Day treatment Centre to be operating at optimum capacity and delivering a high quality service to patients	IBP Activity targets exceeded	To review and develop action plan to improve booking processes	IM&T support to implement theatre system	July 2008
	95% of patients would recommend DTC to a friend	To increase theatre utilisation by reviewing scheduling processes, agreeing weekly targets and performance monitoring mechanisms.	IM&T and Finance support to monitor target performance Customer Care Training	July 2008

SPECIFIC	MEASURABLE	ACTIONS	RESOURCES	TIMESCALES
<p>To reduce Hospital Length of Stay (LOS)</p>	<p>To reduce LOS by an average of 0.8 days across the organisation</p>	<p>Project Steering Group to meet monthly to discuss progress and agree action plan priorities</p> <p>To devolve targets to each project sub-group and monitor performance</p> <p>To prepare formal progress reports on an monthly basis for HMB</p>	<p>IM&T support for real time LOS data</p> <p>Clinical Leads for each speciality</p>	<p>June 2008 onwards</p> <p>July 2008</p> <p>Monthly</p>