

**Customer Focused Marketing Implementation Plan
September 2008**

This implementation plan lays out key actions for the next 18 months. The CFM strategy states clearly that it is a 3-5 year strategy that will need to adapt and be dynamic in response to the context in which the Trust is operating and the feedback we are getting from patients in respect of their expectations and experience. It is therefore proposed that the Board revisits the Implementation plan annually.

CFM will require a matrix management approach across the organisation. Measurable targets are proposed; clear trajectories will need to be developed, which will be reliant on the appropriate resource being in place. Additional investment will be agreed through the business planning processes of the Trust.

Action	Outcome	Lead	Process & Measures	Timescale
<p>1. Understanding Patient Expectations</p>	<p>Brand and Whittington Promise refreshed.</p>	<p>SH</p>	<p>Whittington Promise informed by:-</p> <p>National patient expectations research</p> <p>Semi structured interviews with 5 patient governors & 5 patients by March 09</p> <p>Focus Groups with patients x6 Jan – March 09</p> <p>Ongoing process & resource agreed for 2009/10</p> <p>Council of Governors half day in Jan 2008</p>	<p>End of March 2009.</p>

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2. Patient Experience - understanding of experience on a real-time basis across the organisation	Methods of data capture agreed	SH/GW	EC to agree methods.	October 2008
	Patient feedback gathered across all Departments and system in place to share feedback		% patient feedback captured. Current baseline less than 1% 10% initial target	March 2009
	Net promoter score baseline and trajectory agreed	SH/FE	NPS	October 2008
	Annual patient survey questions used to measure patient experience and showing improvement and meeting top decile of Trusts		4 core annual patient survey questions Board Dashboard populated	October 2008
	Improvements informed by results of surveys at Departmental level		SLA target achieved Top 10 % of Trusts	March 2010 2012
	Patient experience feedback and NPS part of corporate; operational staff and clinical director objectives	MB	Improvements captured and communicated across the organisation and externally Market share of referrals increased Maternity & surgical specialities as priority as agreed in Dashboard	2009/10
	Refreshed Whittington Promise written into	MB		

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	employment contracts			
3. Design & Delivery of services – aligned to deliver customer value	Efficient redesigned patient focused services in place informed by customer expectations and feedback on experience. CFM informing:- 18 week redesign Programme	KS	Redesign programme measures ie. Cancellations DNAs Complaints Access targets Waiting time in outpatients Patient choice Staff survey	2008-11 programme
	Customer Relationship Management (Tracking) system in place across the Trust	GW	Interim solution Final solution in place and utilised	Nov 2008 2009
	Patient expectations and experience informing Trust strategy	SH	Distribution of results and improvements being made communicated internally & externally Intranet page populated EC updates	November 2008 ongoing
	Increased time for direct care given by nurses	DW	NHS Institute Improvement programme.	Pilot phase

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	through productive ward initiative		KPIs at ward level ie. MRSA rates Patient satisfaction survey Number of falls Length of stay Sickness absences	being rolled out Improvement trajectories to be agreed
	Improved nursing care & staff experience across the Trust via the Visible nurse leadership programme	DW	Improved cleanliness Improved patient survey Improved staff survey Decreased complaints Improved nutrition and mealtimes Better recruitment & retention	
	leaflets reviewed corporately	SH/GW	Publishing group established with corporate rules in place. Planned approach to leaflet updates.	March 2009
	Website up to date and refreshed	SH/GW	Appropriate resource in place to ensure ongoing update of website	Jan 2009
4. Communications	Strategy launched CEO brief/ Link Engagement of staff through team briefings/ induction	SH/DS	Staff awareness	October 2008 March 2009

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	Communications strategy realigned to CFM with KPIs	SH	TBA	December 2008
5. Strategy development	Customer segmentation and CFM principles applied to all <ul style="list-style-type: none"> - GPs and Primary Care - The public (those not yet our patients) - Other Trusts 	SH	Clear strategy documents in place	Dec 2008 March 2009