

ITEM: 10/090
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Meeting: Trust Board
Date: 28th July 2010

Title: Revised trust objectives 2010-11

Executive Summary: The trust's corporate and strategic objectives for several years up to 2009-10 were as follows:

- Delivering high standards of clinical care
- Being operationally excellent
- Providing a suitable environment for care
- Being an integral part of the local community's health resource
- Employing competent motivated staff
- Being financially robust
- Collaborating with other agencies
- Reducing hospitalisation
- Undertaking education and research

The Executive Committee reviewed these at their away day in January and considered the strategic and operational priorities for the trust going forward. Five draft corporate objectives were formulated to take effect from 2010-11 and were presented to the Trust Board for discussion in March 2010.

The Board concluded that further consideration should be given to ensure that all objectives met SMART principles particularly in respect of measurability. It was also agreed that the trust should include an aspiration to good corporate citizenship. The attached modified objectives aim to meet these requirements and also to reflect the changes in the London healthcare landscape following the general election.

Attached to each objective is a list of possible items of evidence to measure achievement.

Individual objectives for 2010-11 have been agreed with directors and once the corporate objectives have been finalised, the mapping of objectives can be completed.

Action: For discussion and agreement/amendment

Report from: Susan Sorensen
 Corporate Secretary

Sponsor: Rob Larkman CEO

Draft Trust Objectives

- 1. Delivery of high quality, safe and patient-focussed care in an appropriate environment, to ensure the best possible patient experience.**
 - Trust in top quartile of selected quality metrics (or significant improvement if already there)
 - Patient survey results
 - Performance against priorities in the Quality Account
 - Performance against CQC standards

- 2. Evaluate options for the trust's strategic direction, and develop a business model for the preferred option taking account where appropriate of inter-organisational relationships and partnerships.**
 - Robust Integrated Business Plan (IBP) and long term financial model (LTFM)
 - Agreed and workable organisational structure
 - Evidence of stakeholder support including GP commissioners
 - Organisational development plan

- 3. Meet all financial, operational and governance requirements which will enable the trust to pursue a successful application for Foundation Trust status.**
 - Self assessment against FT application guidance
 - Independent validation
 - Application project plan and structure
 - IBP and LTFM

- 4. Develop the workforce to meet the demands of the revised service model and organisational structure.**
 - Up-to-date skills and training needs analysis
 - Workforce strategy and detailed staff development plan
 - Comprehensive appraisal system demonstrating appropriate competencies
 - Evidence of staff motivation from surveys and engagement feedback
 - Review and develop Education and Research strategies consistent with the revised service model

- 5. Strengthen the trust's wider accountability and corporate social responsibility through the further development of community out-reach and stakeholder engagement.**
 - Sustained membership
 - Active community engagement through Council of Governors activity
 - Pro-active external communications
 - Local recruitment and training policy
 - Procurement policy re local enterprises
 - Selected environmental indicator
 - Selected equality metrics