ITEM: 10/125
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Meeting:	Trust Board
Date:	27th October 2010

Title:	**Revised Trust Objectives 2010-11**

Executive Summary:	The trust board reviewed revised corporate and strategic objectives in March 2010 and again in July 2010. Following the July discussion, some further modifications have been made to incorporate the trust's contribution to health improvement and reduction in health inequalities. The five strategic objectives are set out in the attached paper along with proposed measurements for monitoring, timescales where appropriate and lead directors. These have been informed by cross-referencing to individual directors "Smart" objectives.

Action:	For discussion and amendment/agreement

Report from:	Susan Sorensen Corporate Secretary

Sponsor:	Fiona Smith, Director of Planning and Performance

Compliance with Auditors' Local Evaluation standards (ALE) Lead: Director of Finance	**Reference:** ALE – Internal Control

The Whittington Hospital NHS Trust

Draft Corporate and Strategic Objectives

1. **Contribute to the improvement of the community's health through the delivery of high quality, safe and patient-focussed care in an appropriate environment, ensuring the best possible patient experience.**

Measurement	Source/timescale	Lead
Top quartile (decile) of selected quality metrics e.g. SMR	Dashboard	CIC/KS
Quality Account targets – eg % reduction in falls	Dashboard	FS
Patient survey results – target improvement	National Survey Internal survey	SH
Performance against CQC outcome and regulations	CQC	BS
Complaints – (BS to advise)	PALs	BS
Cleanliness audits – increase score	Patient assessments	PI
Quality of meals	In-patient assessments	PI
Health & Safety standards	External assessments	PI

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.**

Measurement	Source/timescale	Lead
Externally assessed IBP and LTFM	October	RL
Evidence of stakeholder support	Due diligence - November	RL
Option appraisal completed	October/November	RL
Implementation plan for Urgent Care Centre	September	SH

3. **Meet all financial, operational and governance requirements which will enable the trust to pursue a successful application for Foundation Trust status.**

Measurement	Source/Timescale	Lead
Self assessment against FT application guidance	NHS London – Early Indicator Assessment	RL
Project plan and structure	FT Programme Board	FS
Recruitment of NEDs	December	JL/MB
Meet financial/CIP targets	March 2011	RM/FS
Achieve "excellent" ALE score	March 2011	RM
Meet DH/SLA targets	Dashboard	KS
Meet CQC outcomes	QRPT	BS
Meet productivity targets	Dashboard, QIPP	KS
Sound information governance	IGTK	GW

4. Develop the workforce to meet the demands of the revised service model and organisational structure.

Measurement	Source/Timescale	Lead
Workforce strategy and detailed staff development plan	March 2011	MB
Comprehensive appraisal	October 2010	MB
Improvement in staff survey results	March 2011	MB
Relevant education and research strategies	March 2011	MB RL
Achieve NHS LA assessment requirements for induction and mandatory training	November 2011	MB
Reduce agency staffing by target %	March 2011	MB
Maintain sickness absence rate below target 4.2%	Dashboard March 2011	MB

5. Strengthen the trust's wider accountability and corporate social responsibility and promote the reduction in health inequality through the further development of community out-reach and stakeholder engagement.

Measurement	Source/Timescale	Lead
Sustain public and patient membership above 4,000	Membership database March 2011	SH
Evidence of active engagement through communications, LINks and Council of Governors	March 2011	JL/SH
Evidence of local recruitment and training initiatives	March 2011	MB
Evidence of engagement with local enterprises in procurement activity	March 2011	PI
Carbon reduction target	March 2011	PI
Energy consumption targets	March 2011	PI
Equality metrics (MB to advise)	March 2011	MB

October 2010