

Our Vision	Delivering Care through Collaboration
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Our Mission	NHS Golden Jubilee is a High Performing, Person Centred and Innovative Organisation Supporting Sustainable Recovery and Transformation
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Corporate Objectives	Strategic Priorities - what we are going to do	Strategic Deliverables 2023-2024 - how we will do it	Corporate Risks
<p>1. LEADERSHIP, STRATEGY & RISK</p> <p>Effective Executive Leadership and corporate governance for a high performing organisation</p>	<p>1.1 Integrated planning to support NHS Scotland's recovery and reform</p> <p>1.2 Effectively monitor and scrutinise through an active governance and risk management approach</p> <p>1.3 Strong, capable, effective, united executive leadership to nurture the organisation's development</p>	<p>Clear Strategic Plans & Governance – Annual, Medium Term Planning and Board Strategy Refresh (financial, workforce, facilities and governance including risk management)</p> <p>Executive leadership of all development programmes to ensure effective team work with clarity of roles, responsibilities and objectives across the organisation</p> <p>Refreshed governance and management framework to ensure agile risk management aligned with operational, clinical and staff governance and strategic programme delivery</p> <p>Accelerated opening plan for phase 2 including financial, workforce and recruitment plans to maximise quality, performance and contribution to NHS Scotland Recovery</p> <p>Implement an organisational wide Sustainability and Value programme (Realistic Medicine, Financial Stewardship, Operational Performance & Climate Sustainability)</p>	<p>F8 – Financial Planning</p> <p>O9 – Waiting Times Management</p> <p>S17 – Recovery Plan</p> <p>W7 – Workforce Capacity and Capability</p> <p>B002/22 – Recruitment and Retention Executive Cohort</p>
<p>2. HIGH PERFORMING ORGANISATION</p> <p>High Performing Organisation – Establishing the conditions for success to enable excellent outcomes and experience for patients and staff</p>	<p>2.1 Optimal Service & Clinical Performance – Triumvirate approach linking workforce, capacity (beds/theatres) and finances to describe future best model services and KPIs</p> <p>2.2 Service Review & Refresh – Service by service Strategic review identifying and addressing opportunities, risks and mitigation and establishing KPI's and job plans. Addressing system and cultural issues</p> <p>2.3 Robust & Resilient Infrastructure – systems, processes, financial management, overtime, waste management, facilities management, Complaints process</p> <p>2.4 Modern Digital Platform - Establish digital roadmap and prioritisation scheme built around clinical and operational aligned to investment strategy</p>	<p>Delivery of an empowerment and accountability framework that provides the best conditions to deliver efficient and effective services</p> <p>Focus on clinical outcomes to continually improve the whole patient pathway and experience while reducing average length of stay and re-admission</p> <p>Service led improvement and development plans across organisation to achieve optimal quality, activity and performance (Target Operating Models)</p> <p>Development and Delivery of an improved and ambitious digital infrastructure and eHealth services improvement plan to establish fit for the future capability. Actively deploy national business and clinical solutions prior to local arrangements</p>	<p>O23 – eHealth Resources</p> <p>S6 – Healthcare Associated Infections</p> <p>S10 – Cyber Security</p> <p>O21 – National Reporting of CT Data</p> <p>B001/22 – Ability to provide full Lab Services</p> <p>W7 – Workforce Capacity and Capability</p>
<p>3. OPTIMAL WORKFORCE</p> <p>Evolve robust workforce plans and training solution with robust and person centred retention and recruitment to be effective & agile.</p>	<p>3.1 Workforce plan with innovative solutions linked to the NHS Scotland Academy. Increase resilience through grade, notice period, role reviews, education and training, retention and succession planning</p> <p>3.2 Leadership development and recruitment to support the development of NHS GJ into the next phase of growth</p> <p>3.3 Executive & Clinical Leadership – creating the conditions for success - capacity, capability, culture and ambition with effective partnership working and strong collaborations</p>	<p>Updated 3 year workforce plan to ensure growth and development of the workforce to deliver accelerated phase 2 opening to match current and future skills requirements for our services</p> <p>Delivery of collaborative workforce agreements across NHS Scotland to enable flexible approach to fulfilling staffing requirements including joint appointments, cross organisational deployment and additional short-term staffing through bank arrangements</p> <p>Delivery of leadership development programme from ward to board including succession planning to ensure effective leadership and sustainable capability and capacity at all levels in the organisation</p> <p>Delivery of workforce tools linked to pending safe staffing legislation, e-rostering, e-payroll. Maximise the use of in-house resource and staff bank as applicable.</p>	<p>W18 – Staff Health and Wellbeing</p> <p>W7 – Workforce Capacity and Capability</p>
<p>4. FACILITIES EXPANSION & USE</p> <p>Expansion, development and optimal utilisation of facilities including Phase 2 Expansion and effective utilisation of all NHS GJ facilities</p>	<p>4.1 Phase 2 Surgical Centre Completion as per plan</p> <p>4.2 Refresh of full site masterplan with robust governance for future changes including phase 3 and partnerships</p> <p>4.3 Plan for refreshed travel planning strategy, parking provision on site and review of connectivity with local transport providers</p> <p>4.4 Full review and further development plan for Hotel, Conference and NHS Scotland Academy facilities</p>	<p>Completion and opening of phase 2 expansion including refurbishment and reconfiguration of existing facilities to provide new and improved healthcare facilities</p> <p>Development and delivery of site development masterplan to improve landscaping, car parking provision and active travel routes</p> <p>Development of proposals for phase 3 expansion on the site including scoping options to provide academic, simulation and clinical facilities for/with strategic partners</p> <p>Hotel and conference strategy and action plan to ensure effective use of existing facilities to meet the needs of the NHS Scotland Academy, staff and patients as well as secure commercial business to generate revenue</p>	<p>S20 – Covid-19 Pandemic</p> <p>B001/22 – Ability to provide full Lab Services</p> <p>S11 – Expansion Programme</p> <p>S22 – Site Masterplan</p>
<p>5. CENTRE FOR SUSTAINABLE DELIVERY</p> <p>Evolve CfSD to have a core function in the NHS Scotland recovery plan with high impact programmes, nationally connected clinical leadership architecture at the heart of driving reform.</p>	<p>5.1 Optimise and roll out High Impact Unscheduled and Planned Care Programmes linked with Heat Maps and Board Plans</p> <p>5.2 Embed the National Clinical Leadership for transformational change model with Specialty Delivery (SDGs)</p> <p>5.3 Further develop a programme for the establishment of NECU</p> <p>5.4 Further develop a national programme for engagement and adoption of Green Theatres</p> <p>5.5 Evolve ANIA partnership to establish a pipeline of potentially high impact proposals</p>	<p>Development and delivery of CfSD 'High Impact' Programmes aligned to updated heat maps and health board action plans to optimise impact of CfSD workplan</p> <p>Speciality Delivery Groups established and associated workplans developed that align with CfSD High Impact Programmes</p> <p>Establish operational governance for National Elective Coordination Unit (NECU) programme to coordinate allocation of waiting patients to available capacity, reduce unnecessary demand and optimise use of facilities and staff</p> <p>Support NHS Scotland to roll out the National Green Theatre Programme focussed on delivering marked sustainably and financial benefits for NHS Scotland. Create a business case for long-term investment and adoption</p> <p>Further development of Accelerating National Innovation Adoption (ANIA) capacity and capability and delivery of agreed value cases, 2023-2024 workplan and innovations prioritised for national implementation and adoption</p>	<p>S13 – National and Regional Working</p> <p>S17 – Recovery Plan</p> <p>S3 – Innovation</p>
<p>6: NHS SCOTLAND ACADEMY AND STRATEGIC PARTNERSHIPS</p> <p>Further develop NHS Scotland Academy, NHS Golden Jubilee Strategic Partnerships and Research</p>	<p>6.1 Continue to modify and embed the NHS Academy programme aligned with the needs NHS Scotland Health and Social Care</p> <p>6.2 Further develop the NHS Scotland Academy Youth Academy</p> <p>6.3 Develop strategic plans linked with hotel and conference centre and the evolving Phase 3 plans</p> <p>6.4 Explore and expand the strategic partnership opportunities with Strathclyde University, the University of Glasgow and other key academic sites</p> <p>6.5 Scope and prioritise industry and academic opportunities linked with all aspects of the NHS GJ portfolio</p>	<p>Update and enhance the 3 year programme delivery plan for NHS Scotland Academy defining training to be developed and delivered to meet the needs of NHS Scotland</p> <p>Development and delivery of NHS Scotland Academy Youth Academy programme including testing and implementation of health and social care apprenticeships with key strategic partners</p> <p>Scoping options for phase 3 (as above)</p> <p>Development and delivery of portfolio of collaborative projects with academic partners including University of Strathclyde and University of Glasgow.</p> <p>Initial agreements with priority industrial partners to develop strategic partnership framework</p>	<p>S13 – National and Regional Working</p> <p>W7 – Workforce Capacity and Capability</p> <p>S3 – Innovation</p>
<p>7: CULTURE, WELBEING & VALUES</p> <p>Ensure that NHS Golden Jubilee is a Great Place to Work</p>	<p>7.1 Focus on optimising staff health, wellbeing, sense of value and being valued resulting in strong retention and improved iMatter results</p> <p>7.2 Foster a culture of staff development, learning and engagement</p> <p>7.3 Review and refresh NHS GJ values in conjunction with staff and partnership forum</p>	<p>Sustaining and further developing ways to support staff health, wellbeing and professional growth, nurturing positive values and culture to optimise retention and recruitment.</p> <p>Delivery of staff health and well-being strategy and year 3 action plan, including consideration for the creation of physical wellbeing hub</p> <p>Further development of staff engagement programme to ensure staff feel their views are being heard, that they are connected to our strategic aims and objectives and feel supported by managers who engage well and live our values</p> <p>Commence a programme of values and behaviours refresh</p> <p>Further develop spiritual care and volunteer service by increasing engagement and involvement</p>	<p>S17 – Recovery Plan</p> <p>W7 – Workforce Capacity and Capability</p> <p>W18 – Staff Health and Wellbeing</p>

VALUES	<p><u>Valuing</u> dignity and respect.</p> <p><u>A 'can do'</u> attitude.</p>	<p><u>Leading</u> commitment to quality.</p>	<p><u>Understanding</u> our responsibilities.</p> <p><u>Effectively</u> working together.</p>
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