GJF CORPORATE OBJECTIVES 2018/19

**Appendix 2**

Organisational Values:

Valuing dignity and respect A ‘can do’ attitude Leading commitment to quality Understanding our responsibilities

Effectively working together Safe, person centred and effective care

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| **Ref/Lead Quality Domain** | **Annual Operational Plan 2018/19** |  | **Exec Lead** |
| **1.**  S  E  PC  S  S  PC  E | **Health & Social Care Delivery Plan**   * 1. Actively progress the delivery of the Health & Social Care Delivery Plan including contribution to integration.   2. Progress delivery of the National Clinical Strategy and implement Realistic Medicine.   3. A lead role in the planning and implementation of the National elective treatment centres.   4. Develop collaborations with strategic partners to support the public sector reform including academia, local authorities, third sector and industry.   5. Develop and implement a collective National Board delivery plan.   6. Contribute to and implement the Regional Delivery Plans as appropriate. | Work closely with Scottish Government, national and regional boards to support delivery.  Finalise Annual Operational Plan 18/19 and deliver priorities.  Maximise opportunities to raise Board profile and reputation.  Explore opportunities to support delivery of the Scottish Government clinical priorities.  Implement recommendations of Realistic Medicine.  Ensure collaboration in planning, design, workforce and operating models for national elective treatment centres.  Strengthen partnerships with all key stakeholders.  Actively contribute to the National Boards Delivery Plan ensuring alignment to GJF priorities.    Lead or contribute to workstreams within the National Boards Delivery Plan.  Contribute to and implement Once for Scotland shared services.  As full members, contribute to the development and implementation of the West of Scotland Delivery Plan and work collaboratively to achieve alignment across the regions. | JY  JY  JY  JY  MH/AMC  JY  AH  JY/JC  JY/JC  JY  JY |
| **2.**  E  PC  PC  S | **Valuing & Leading People**  **2.1** Demonstrate visible, effective leadership.  **2.2** Role model NHS values through the management of people and engagement with stakeholders.  **2.3** Deliver the Executive Leadership and Talent Management Programme.  **2.4** Contribute to the prevention and reduction of inequalities.  **2.5** Improve staff experience, health and wellbeing. | Demonstrate high quality executive leadership.  Continue to actively promote a values based culture in the Golden Jubilee Foundation and NHS Scotland.  Review and develop the Board Leadership Framework.  Visible leadership at national programme board.  Deliver national values based recruitment and develop proposal for national assessment centre.  Implement recommendations of Programme throughout GJF  Review and update Equalities Outcomes action plan.  Ensure excellence of Staff Governance, promote a healthy workplace and deliver HPHS action plan.    Deliver the Hotel ‘Centre for Health and Wellbeing strategy’. | JY  JY/GA  GA  JY/GA  GA  JY  GA  GA/AMC  JY/JC |
| **3.**  S  E  PC | **Board Vision of Leading Quality, Research and Innovation**  **3.1 Quality**  Ensure sustainability of excellence and further develop our approach to achieving world class quality.   * Develop a combined assurance framework for the National H&S Care Standards.   **3.2 Research** Strengthen international and national research portfolio and reputation.  **3.3 Innovation**  On behalf of NHS Scotland, lead and deliver innovation on a local, national and international basis within a robust governance and risk framework. | Progress review of overarching Board Strategy in line with GJF vision.  Effective and visible executive leadership for quality and innovation.  Develop and commence implementation of the Quality and Innovation Strategy.  Progress a combined assurance framework including Excellence In Care.  Finalise Phase two of GJF Quality Framework.  Increase national and international profile of the Quality Framework.  Finalise Quality Framework Business model  Deliver the Board e-Health Strategy closely aligned with National Digital Strategy.  Deliver the Conference Hotel 2020 Strategy.  Continue to build capacity and capability for quality improvement and transformational change.  Continue to deliver the Research Strategy 2020.  Maximise opportunities to expand high quality international and national research activity throughout the GJF.  Raise the reputation and profile of the Golden Jubilee Research Institute.  Continue to promote and deliver innovation on a national and international basis.  Ensure sustainable focus on innovation throughout all aspects of the Golden Jubilee Foundation.  Develop a strategy for global development and strategic partnerships.  Continue to secure and develop strategic partnerships.  Deliver robust corporate governance for Innovation including charitable status.  Increase Board and external investment in new innovations which both increase quality of care and reduce costs. | JY/JC/GA  JY  GA/AH  AMC/GA  JY/JC  JY/AH  JC/JY/AH  JC  JY/JC  GA  MH  MH/AH  ALL  JY/AH  ALL  AH  AH  JC/AH  AH |
| **4.**  S  S  E  PC | **Safe**  **4.1** Continuously review and ensure robust Clinical Governance.  **4.2** Continuous improvement in patient safety.  **4.3** Deliver Excellence in clinical outcomes.  **4.4** Delivery of Healthcare associated Infection Programme. | Deliver robust Clinical Governance.  Update and implement business continuity planning.  Deliver patient safety essentials and strengthen SPSP Framework and governance arrangements.  Define and develop Board specific patient safety priorities.  Ensure implementation of best practice and consider all appropriate external reviews / scrutiny reports, audit and clinical performance data.  Maintain delivery of HAI Programme and HEI standards throughout the Board. | JY/AMC  AMC  AMC/MH  AMC/MH  AMC/MH  AMC/MH |
| **5.**  E  S  PC  S | Effective **5.1** Delivery of Board Financial Plan.  **5.2** Maximise effective use of Board resources and assets. 5.3 Enhance and implement the Enterprise Risk Framework. **5.4** Deliver Value Based Healthcare through patient level costings, clinical pathways and variation review | Ensure effective financial governance including best value.  Deliver financial targets in line with financial plan.  Deliver Internal Audit Annual plan.  Deliver required efficiency targets 2018/19.  Develop efficiency plans for 2019/20.  Actively contribute and influence national efficiency and  productivity programmes.  Drive improvement to maximise utilisation of all resources and ensure effective corporate performance and productivity.  Continue to refine enterprise risk framework and pilot on specific projects.  Staged implementation of patient level costings.  Progress patient flow programme. | JY/JC  JC  JC  JC  JC  JC  JY  JC  JC/MH  JR/MH |
| ***6.***  PC  E  PC  *S* | Person Centred **6.1** Provide high quality person centre services and experience.  **6.2** Develop the Board Workforce Strategy in line with NHSS Workforce Strategy.  **6.3**  **6.4** Ensure Staff Governance Standards are maintained through the Board action plan. | Demonstrate visible person centred executive leadership.  Continuously review and redesign services for high quality patient experience.  Sustain and improve measures of patient experience.  Ensure continuous alignment with the National Person-Centred initiatives and the Excellence in Care framework.  Deliver the GJF 2018/19 Workforce Action Plan.  Develop Board Workforce Strategy.  Progress implementation of the Involving People Strategy.  Ensure delivery of staff governance action plan.  Continue to embed i-Matter and develop and deliver Action Plans. | JY  JR/AMC/MH  AMC/GA  AMC/GA  GA  GA  GA/AMC  GA  GA |
| **7.**  PC  E  S  E | Patient Access To Treatment **7.1** Ensure delivery of :   * 18 week RTT and 12 week Treatment Time Guarantee in line with the Patient Rights Act * Cancer Treatment (31 day standard)   **7.2** Pro-active planning to support delivery of NHS Scotland priorities  **7.3** Maximise the opportunities for innovative patient access and treatment pathways  **7.4** Develop and deliver board Heart & Lung Strategy. | Ensure delivery of national waiting times targets.  Effective management and delivery of Heart and Lung waiting times.  Delivery of 18 week RTT and 12 week TTG.  Ensure delivery of national cancer targets.  Deliver 2018-19 SLA activity in line with agreed resources.  Review and agree annual SLA plan for 2019-20.  Explore opportunities to redesign and develop long term sustainable services.  Finalise and approve Heart & Lung Strategy, including Lung Transplant, Structural Heart programme and Robotics service. | JY/JR  JR/AMC/MH  JR  JR  JR  JR  JR  MH/JR/AMC |
| **8.**  S  E  E  S  PC | GJF Elective Capacity Expansion Programme **8.1** Develop expansion programme to ensure additional capacity by 2021.  **8.2** Develop the Outline Business Case and Full Business Case for phase 1 Ophthalmology.  **8.3** Develop Initial Agreement and Outline Business Case for Phase 2 expansion.  **8.4** Explore opportunities for new Target Operating Models of care.  8.5 Maximise innovative workforce models to support the expansion programme.  **8.6** Develop and realise maximum community benefits through partnership working with all Stakeholders (WDC, West College) | Strong leadership of expansion programme structure and governance framework.  Revisit Site Masterplan and develop implementation plan.  Ensure alignment with regional and national planning.  Complete and secure approval of outline business case.  Progress development of full business case.  Complete and secure approval of initial agreement.  Commence development of outline business case.  Identify exemplars and innovations to deliver new models of care.  Ensure effective multidisciplinary engagement to establish workforce capacity and capability to deliver the agreed models of care.  Active Stakeholder engagement to maximise community benefits. | JY  JC/JR  JY/JC/JR  JR/JC  JR/JC  JR/JC  JR/JC  ALL  GA/AMC  JR |

\*\* Note: The key Executive Lead/s are highlighted above however all members of the Executive team are responsible to support the delivery of these objectives and this will be reflected in their individual PDP’s.