

Borders NHS Board**NHS BORDERS VISION, VALUES AND CORPORATE OBJECTIVES 2013 – 2016****Aim**

The aim of this paper is to set out and agree NHS Borders Corporate Objectives for 2013 to 2016.

Background

The Corporate Objectives for NHS Borders have been in place for three years, with an annual refresh of the underpinning key actions. These have been reviewed in order to develop a new set of Corporate Objectives for the next three years, which will set out the high level aims for the organisation.

As part of the review and in conjunction with the Workforce 2020 Vision facilitated discussions held recently, staff were asked for their views on the existing Corporate Objectives and what should be the new suite of objectives moving forward. The feedback from these discussions has been integral to the development of the proposed Corporate Objectives, as has feedback from NHS Borders' Strategy Group.

Whilst these have been reviewed and refreshed there remains four overall Corporate Objectives, with an underlying commitment to no harmful delays. Although reformatted, the intention is that the format is not too dissimilar to the previous Corporate Objectives to enable continuity and ensure they are recognisable for staff.

One of the key themes from the engagement work with staff was that 'staff safety' should be included within the patient safety objective. However, some staff have since expressed concern that this may dilute the message embedded within the organisation that 'Patient Safety is our Number One Priority'. The facilitated discussions highlighted that of all the Corporate Objectives this was the one most recognised by our staff. Two other objectives have been amended to include more explicit reference to staff.

As a result of these discussions, two versions of the proposed Corporate Objectives have been developed for consideration by Board Members. These are attached as Option 1a and Option 1b.

The Corporate Objectives should support an organisational Vision and Values Statement for NHS Borders. Discussions are continuing internally, supported by Professor Beverly Alimo-Metcalfe, to determine the desired organisational and leadership behaviours which will support the implementation of the Corporate Objectives. These, along with the national NHS Workforce 2020 Values when published in June of this year, will help inform a refreshed Vision and Values Statement for NHS Borders in due course.

Once agreed, the Corporate Objectives will underpin the setting of personal performance

objectives for all staff across NHS Borders. All managers who set objectives and appraise staff will cascade this process through the organisation to ensure NHS Borders' vision is realised.

Performance against the full set of Corporate Objectives will be reviewed through robust performance management and reporting mechanisms throughout 2013/14, including:

- Monthly performance reports against HEAT targets and key local indicators
- Quarterly performance reviews across Clinical Boards
- Six monthly Managing our Performance reports to NHS Borders Board
- Annually through the Annual Review with the Cabinet Secretaries for Health & Wellbeing and Public Health.
- Clinical Board Work Programmes

Summary

The Corporate Objectives for NHS Borders were due for review at the end of 2012/13. Following a period of engagement with staff, two versions of the proposed objectives are presented to the Board for consideration.

Development work is continuing around a refreshed Vision and Values for NHS Borders, which will be supported by the agreed Corporate Objectives 2013-2016.

Performance against the full set of Corporate Objectives will be reviewed through robust performance management and reporting mechanisms.

Recommendation

The Board is asked to **approve** either option 1a or option 1b as NHS Borders Corporate Objectives for 2013-2016.

Policy/Strategy Implications	Performance against the full set of Corporate Objectives will be reviewed through a number of mechanisms annually.
Consultation	The Corporate Objectives 2013-2016 have been revised through engagement with a cross section of staff and have been linked to the 2020 Workforce Vision discussions.
Consultation with Professional Committees	The draft Corporate Objectives have been discussed through the Strategy Group and early engagement with Board Members at a recent Strategy & Development session.
Risk Assessment	Progress towards achieving certain elements within the Objectives such as HEAT targets and key indicators are monitored on a monthly basis through performance reports. Progress will also be monitored via Clinical Board Work Programmes.
Compliance with Board Policy requirements on Equality and Diversity	As implementation progresses Lead Directors and Managers will ensure compliance

Resource/Staffing Implications	Responsibility for achieving underpinning actions will fall within the remit of a lead Director and lead Manager and resources will be aligned and allocated accordingly.
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Approved by

Name	Designation	Name	Designation
June Smyth	Director of Workforce and Planning		

Author(s)

Name	Designation	Name	Designation
Carly Lyall	Planning & Performance Officer		

NHS Borders Corporate Objectives

We will ensure patient confidence in our services by always putting patient and staff safety first

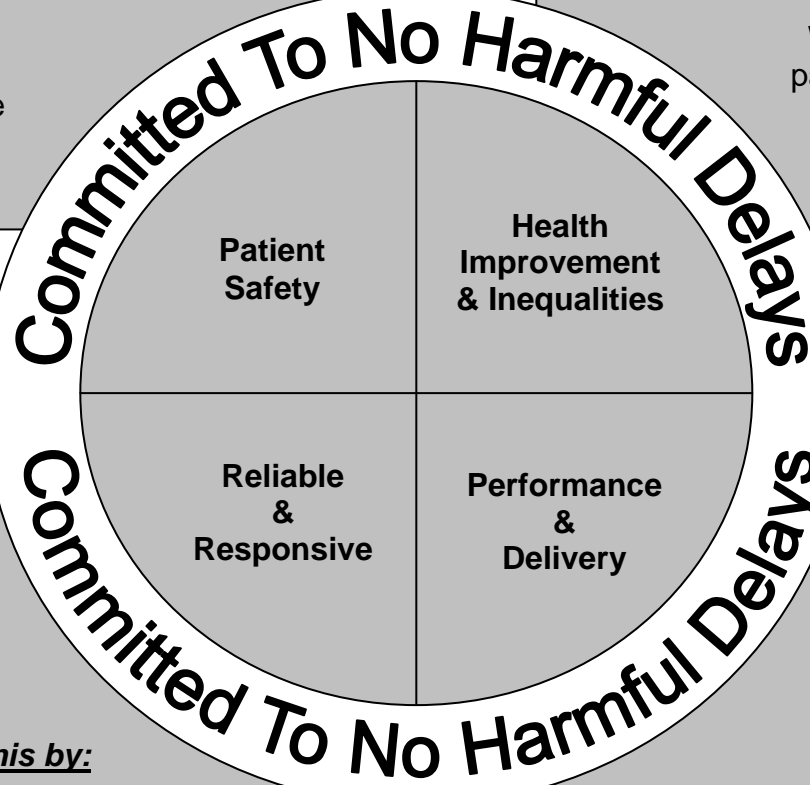
We will achieve this by:

Delivering the Scottish Patient Safety Programme

We will promote and protect health and well-being of our staff and population

We will achieve this by:

Working with our communities and partner organisations to capitalise on assets, including healthcare, to improve health and well-being



We will develop services, structures and behaviours that support staff to deliver the right thing, first time, every time

We will achieve this by:

Developing a number of improved services and structures throughout the year

We will deliver high quality services that meet local & national performance targets and deliver continuous improvement

We will achieve this by:

Delivering on the HEAT targets