

Borders NHS Board



NHS BORDERS CORPORATE OBJECTIVES 2016/19 – draft V0.1 300516

Aim

The aim of this paper is to set out for agreement NHS Borders Corporate Objectives for 2016/19.

Background

NHS Borders Corporate Objectives outline the high level aims for the organisation, reflecting Local Delivery Plan standards as well as our local commitments and priorities. The current set of objectives were due to be in place until the end of March 2016.

The objectives remain relevant for NHS Borders and it is therefore proposed that with a slight change to the format to reflect the importance of our organisational values that they be approved for 2016 through to end of March 2019.

NHS Borders continues to strive to promote excellence in organisational behaviours by valuing and treating our staff well to improve patient care and overall performance. We aim to put people at the centre of everything we do and work to a common set of values which guide the work we do, the decisions we take and the way we treat each other.

Patient safety continues to be paramount within NHS Borders. Whilst we believe our services in Borders are already safe, we want to make things even safer to drive up the quality of our local services and improve patient experience.

Commitment and efforts to further improve the health of our population continue, consistent with the national priority around early intervention and prevention. Work with schools to help children maintain a healthy weight, with adults to support them to stop smoking and with our partners to reduce inequalities in health remains key areas.

The Corporate Objectives underpin the setting of personal performance objectives and values 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 and values are realised.

Performance against the full set of Corporate Objectives will be reviewed through robust performance management and reporting mechanisms throughout 2016/17, including:

- Monthly performance reports against HEAT targets and key local indicators
- Quarterly performance reviews across Clinical Boards
- 6 monthly Managing our Performance reports to NHS Borders Board
- Annually through the Annual Review with the Cabinet Secretaries for Health & Wellbeing and Public Health
- In year work programmes and initiatives

Summary

It is proposed that the Corporate Objectives remain relevant to NHS Borders and with a refreshed format should be adopted for 2016/19.

Performance against the Corporate Objectives will be monitored through robust performance management and reporting mechanisms throughout 2016/17.

Recommendation

The Board is asked to **approve** the Corporate Objectives for 2016/19.

Policy/Strategy Implications	Performance against the full set of Corporate Objectives will be reviewed through a number of mechanisms throughout 2016/17.
Consultation	The Corporate Objectives 2013/16 were developed through engagement with a wide cross section of staff and were linked to the 2020 Workforce Vision. They continue to reflect the priorities of the organisation.
Consultation with Professional Committees	See above
Risk Assessment	Progress towards achieving certain elements within the Objectives such as HEAT standards and key indicators are monitored on a monthly basis through performance reports. Progress will also be monitored via programmes of work and specific initiatives.
Compliance with Board Policy requirements on Equality and Diversity	The Corporate Objectives are in line with the Board's Policy requirements on Equality and Diversity. The Corporate Objectives will support implementation and delivery Local Delivery Plan standards as well as our local organisational commitments and priorities.
Resource/Staffing Implications	Responsibility for achieving these objectives falls within the remit of a lead Director and lead Manager and the resources they have been allocated.

Approved by

Name	Designation	Name	Designation
June Smyth	Director of Workforce & Planning		

Author(s)

Name	Designation	Name	Designation
Karen Shakespeare	Planning and Performance Manager		

NHS Borders Corporate Objectives

2016/19



Corporate Objectives 2016/19

Introduction

Patient safety continues to be paramount within NHS Borders and our Corporate Objectives for 2016-19 reiterate and emphasise our commitment to this. While we believe our services in Borders are already safe, we want to make things even safer by driving up the quality of our local services and improve patient experience.

NHS Borders along with the wider public sector will continue to face the challenges of increasing demand and significant financial pressures. We want to ensure that NHS Borders remains at the forefront of implementing innovation and new ways of working so that health services remain as local and responsive as possible.

Through this continuous improvement approach and seeking opportunities to increase capacity and productivity whenever possible will lead to improved outcomes, better value for money and are effective and sustainable. This will ensure security of the right services for patients.

Close working with communities and partner organisations continues to be a key focus area for us. The establishment of the Health and Social Care Integrated Joint Board for the strategic planning of health and community services is also a significant step in improving the health of the population of the Borders.

To achieve better population health NHS Borders requires a committed, well prepared, dedicated and well trained workforce. NHS Borders will use the talents and experience of staff in the best possible way, ensuring they are able to continue to give their best and meet challenges to improve health and reduce inequalities.

NHS Borders strives to promote excellence in organisational behaviours by valuing and treating our staff well to improve patient care and overall performance. We will put people at the centre of everything we do and work to a common set of values which guide the work we do, the decisions we take and the way we treat each other.

As we move through 2016/19 we will continue our efforts to embed these values explicitly across the organisation. It is evident that much has been achieved through the introduction of values based recruitment and other activities but there remains work to be done if we are to truly live these values and exhibit these behaviours.

The Corporate Objectives underpin the setting of personal performance objectives for all staff across NHS Borders. All managers who set objectives and appraise staff are expected to cascade this process through the organisation to ensure we realise our vision.

Jane Davidson
Chief Executive, NHS Borders

John Raine
Chairman, NHS Borders

NHS Borders Corporate Objectives

Our Values:

Care and Compassion

Quality & Teamwork

Openness, Honesty and Responsibility

Dignity & Respect

- Deliver the Scottish Government Patient Safety Programme
- Communicate - listen to patients and ask "what matters to you?"
- Strive to meet the performance standards set for us by the Government and our own Board.
- Run an efficient organisation by living within our means and concentrating resources on front line services.



- Be an excellent employer and become employer of choice
- Value and treat our staff well to improve patient care and overall performance
- Promote and engage leadership through:
 - Supporting a development culture
 - Showing genuine concern
 - Enabling
 - Inspiring others

- Work with communities and our partner organisations in the Scottish Borders and the Third Sector.
- Harness the assets of our communities to encourage and facilitate self-help
- Target the most deprived areas of Scottish Borders to reduce inequalities
- Promote well-being with a strong focus on the healthy development of children