

## Borders NHS Board



Meeting Date: 5 March 2020

<b>Approved by:</b>	June Smyth, Director of Strategic Change & Performance
<b>Author:</b>	Clare Oliver, Communications Manager
<b>NHS BORDERS ORGANISATIONAL OBJECTIVES 2020-2023</b>	
<b>Purpose of Report:</b>	
<p>The purpose of this report is to inform board members of the outcomes and arising recommendations from the staff engagement exercise in relation to revising and refreshing the corporate objectives of NHS Borders.</p> <p>This piece of work was commissioned by the Strategy and Performance Committee at their meeting on 5 December 2019 and the method of engagement was approved by the Board Executive Team (BET) on 21 January 2020.</p>	
<b>Recommendations:</b>	
<p>The Board is asked to:</p> <ul style="list-style-type: none"> <li>• <b>approve</b> the renaming of the objectives as Organisational Objectives</li> <li>• <b>approve</b> the new purpose, objectives and priorities</li> <li>• <b>note</b> the next steps outlined in the report</li> </ul>	
<b>Approval Pathways:</b>	
This report has been reviewed by the Board Executive Team.	
<b>Executive Summary:</b>	
<p>NHS Borders Corporate Objectives outline the high level aims for the organisation, reflecting the performance standards detailed in the Annual Operational Plan, as well as our local commitments and priorities.</p> <p>Whilst the existing objectives broadly remain relevant for NHS Borders, given the Financial Turnaround Programme and resulting priorities it was agreed that there is an opportunity to refresh the look and feel of the objectives to reflect the changes that have taken place across the organisation over the past year and align them to the work emerging from the turnaround programme, such as the statements of intent.</p> <p>To inform these changes a robust engagement exercise has been undertaken which resulted in some rich and varied feedback from staff across NHS Borders.</p> <p>There was a genuine sense from those who took the time to feedback that staff welcomed the opportunity to be involved in the exercise and influence the vision and objectives of our organisation as we move into the next three years.</p>	

We received just over 400 responses to the four emails that were sent out asking for feedback. These resulted in four additional statements being added, three being completely rewritten and a number of further tweaks being made.

One proposal was to rename the Corporate Objectives as 'ambitions'. Although a change to 'ambitions' was the preferred option in the vote by two thirds to one, there were some very valid reasons presented as to why the word objectives should be retained, in particular around measurement of success and relevance to risk and for this reason the recommendation is to rename the Corporate Objectives as **Organisational Objectives**.

## **OUR PURPOSE**

To improve the health of our population and plan and deliver healthcare services that meet the current and future needs of the people of the Borders.

## **OUR ORGANISATIONAL OBJECTIVES AND PRIORITIES**

### **Provide high quality, person centred services that are safe, effective, sustainable and affordable**

- Strive to provide the safest care possible to our patients and their families wherever it is delivered.
- Plan and deliver healthcare services in keeping with the quality standards and values of NHS Scotland and NHS Borders, and provide the quality of care we would wish for our own family and friends.
- Ensure patients are cared for in a setting that best meets their clinical needs and keeps them safe. This will mean increasing the amount of care provided in a community setting and as a result reducing the need for care to be provided in hospital.
- Promote the use of digital technology and make it available as a means of helping staff deliver a service better designed to meet the needs and circumstances of our patients.
- Make the best use of the resources we have available to deliver front line care and ensure we provide value for money.
- Actively seek the views and engagement of staff, patients, carers and the wider community so that their needs are central to the design and delivery of services.

### **Promote excellence in organisational behaviour and always act with pride, humility and kindness**

- Build a just culture that seeks to continually learn from and improve the care we deliver to our patients and their families.
- Promote and support staff wellbeing, so that our staff are enabled to deliver a safe and efficient service to patients, and support to each other.
- Develop our workforce to provide care by the most appropriately trained person.
- Lead by example and support our employees to be the best they can be through appraisal, training, succession planning and leadership development.
- Be open and honest with one another, and be accountable and responsible for our own

actions.

- Celebrate employee success, achievement and share best practice across our organisation.
- Engage with our employees to find out what is important to them and act on the feedback we receive.

**Improve the health of our population by working with local partners and communities to design and deliver our services in a way that supports the desired focus on prevention and early intervention.**

- Create places, environments, communities and services that support people to be healthy and promote physical and mental health and wellbeing.
- Enable people to choose positive health behaviours through lifestyle change (smoking, diet, physical activity, and drug and alcohol consumption) and support them to improve their emotional and mental wellbeing.
- Focus work and services within the most deprived areas of the Scottish Borders to reduce inequalities.
- Continue to promote uptake of screening opportunities and immunisation programmes and raise awareness of early signs and symptoms of health conditions.

## OUR VALUES

CARE & COMPASSION | QUALITY & TEAMWORK

OPENNESS, HONESTY & RESPONSIBILITY | DIGNITY & RESPECT

### Next Steps

- Design new graphic with the 2020-23 Purpose, Organisational Objectives, Priorities and Values to be displayed across the organisation and on our intranet and public website.
- Develop a plan to embed them with staff across the organisation.

### Impact of item/issues on:

<b>Strategic Context</b>	Our Organisational Objectives should be aligned to our Annual Operational Plan, Clinical Strategy and organisational priorities.
<b>Patient Safety/Clinical Impact</b>	Patient safety is paramount within NHS Borders and our commitment to strive for excellence in patient safety and improve patient experience is reflected in the organisational objectives.
<b>Staffing/Workforce</b>	The Organisational 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' purpose, priorities and values are realised.
<b>Finance/Resources</b>	Given the Financial Turnaround Programme and resulting priorities there is an opportunity to refresh the look and feel of the objectives to reflect the changes that have taken place across the organisation over the past

	year and align to the work emerging from the turnaround programme, such as the statements of intent.							
<b>Risk Implications</b>	Progress towards achieving certain elements within the Objectives such as Annual Operational Plan 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.							
<b>Equality and Diversity</b>	The Organisational Objectives are in line with the Board's Policy requirements on Equality and Diversity. The Objectives will support implementation and delivery of the Annual Operational Plan standards as well as our organisational commitments and priorities.							
<b>Consultation</b>	<p>The following groups have been consulted with:</p> <table border="1"> <tr> <td>Invite feedback from BET</td> </tr> <tr> <td>Discuss with DOPH</td> </tr> <tr> <td>Invite feedback from Project Rise</td> </tr> <tr> <td>Introduction article in The Update</td> </tr> <tr> <td>Present to Area Partnership Forum</td> </tr> <tr> <td>Invite feedback from all staff</td> </tr> <tr> <td>Present final draft to BET</td> </tr> </table>	Invite feedback from BET	Discuss with DOPH	Invite feedback from Project Rise	Introduction article in The Update	Present to Area Partnership Forum	Invite feedback from all staff	Present final draft to BET
Invite feedback from BET								
Discuss with DOPH								
Invite feedback from Project Rise								
Introduction article in The Update								
Present to Area Partnership Forum								
Invite feedback from all staff								
Present final draft to BET								
<b>Glossary</b>	<p>AOP – Annual Operational Plan  DOPH - Director of Public Health</p>							