

Borders NHS Board



Meeting Date: 2 July 2020

Approved by:	June Smyth, Director of Strategic Change & Performance
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NHS BORDERS ORGANISATIONAL OBJECTIVES 2020-2023	
Purpose of Report:	
The purpose of this report is to share the updated draft organisational objectives, priorities and statements of intent with board members.	
Recommendations:	
The Board is asked to:-	
<ul style="list-style-type: none"> • agree the organisational objectives, priorities and statements of intent subject to final wording of the two identified bullet points • note the next steps outlined in the report 	
Approval Pathways:	
<p>This piece of work was initially 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> <p>The board was presented with a paper at their March meeting during which further engagement with board members was requested.</p> <p>Following a pause due to the onset of the Covid-19 pandemic, engagement with board members has taken place, in addition to a follow up engagement exercise with staff across the organisation.</p> <p>The Board Executive team reviewed this paper on Tuesday 23 June 2020.</p>	
Executive Summary:	
<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 objectives broadly remain relevant for NHS Borders, given the Financial Turnaround Programme and resulting priorities it was agreed that there was 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>	

To inform these changes a robust engagement exercise was undertaken in February 2020 which resulted in some rich and varied feedback from staff across NHS Borders.

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.

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.

In June 2020 the engagement exercise was repeated on the revised set of objectives and priorities, which had been further tweaked to reflect the experiences and initial learning from the Covid-19 pandemic.

The response to the June staff engagement was up on the previous exercise; with a total of 471 email responses received. 97% of respondents agreed with the revised draft objectives, priorities and statements of intent.

OUR PURPOSE

To improve the health of our population and deliver healthcare services that meet the needs of the Borders community.

OUR ORGANISATIONAL OBJECTIVES AND PRIORITIES

Reduce health inequalities and improve the health of our local population.

- Work with partners and the public to create services, environments and communities that support people to be healthy, safe and promote physical and mental health and wellbeing.
- Enable people to choose positive health behaviours through lifestyle change and support them to improve their physical, 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.
- Raise awareness of early signs and symptoms of health conditions.

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

- Provide the safest care possible for patients, their families and carers and our staff.
- 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

ourselves, our family and friends.

- Ensure people are cared for in a setting that best meets their clinical needs and keeps them safe.
- Increase the amount of care we provide in a community setting and as a result reduce the need for care to be provided in hospital.
- Increase the use of digital technology as a way to help staff deliver services that meet the needs and circumstances of our patients.
- Offer a range of options enabling people to access services that meet the needs and circumstances of our communities.
- Ensure that all interventions are appropriate, realistic, fully understood and the result of shared decision making between the patient and the service provider.
- Make the best use of our resources, to ensure we provide value for money and return to financial balance by April 2023.
- Actively seek and use the views of, patients, their families, carers, the community and our staff to design and deliver services that best meet their needs, and communicate the actions we take as a result of the feedback received.

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

- Build a culture of continuous learning and improvement.
- Promote and support the wellbeing of all staff, **treating them as individuals and embracing ethnicity and beliefs.***
- **Actively focus on improving the working experience and outcomes for staff from minority ethnic and disadvantaged groups. ***
- Develop our workforce to provide care by the most appropriately trained person.
- Provide effective leadership by example.
- Be open and honest with one another, and be accountable and responsible for our own actions.
- Celebrate the successes and achievements of staff and share best practice across our organisation.
- Engage with staff, hear what is important to them, act on the feedback we receive and keep them informed of our response.

***Board members are asked to note that the HR Director will contact our cohort of identified BAME employees and attempt to get feedback on the wording of two highlighted objectives.**

To implement our objectives we intend to:

- Increase investment in Primary and Community health and care services to deliver care as close to home as possible.
- In conjunction with the Integration Joint Board, work with Scottish Borders Council, the third sector and other partners to deliver the best possible health and social care for the people of the Borders.
- Be agile and innovative in our thinking, decision making and actions.
- Provide community alternatives to hospital care so that we can safely reduce the number of people who need to be admitted to hospital.
- Provide local acute care on the BGH campus except when the service cannot be safely and sustainably provided by NHS Borders.
- Provide services from a reduced number of NHS sites and beds and use a proportion of the resources released to support our investment in health and social care community services.
- Increase our use of digital technology to benefit people and support changes in our services.
- Reshape our support services to maximise the level of resources invested in front line care.
- Prescribe medicines in line with evidence based care and ensure the most appropriate and cost effective interventions are provided.
- Focus on prevention and early intervention to improve the physical and mental health and wellbeing of the people in the Borders and reduce health inequalities.
- Focus on the renewal of the health and wellbeing of our communities following the impact of Covid-19.
- Change the skill mix of our workforce by transforming roles to meet current and future needs and provide care by the most appropriately trained person.

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:

Strategic Context	Our Organisational Objectives should be aligned to our Annual Operational Plan, Clinical Strategy and organisational priorities.
Patient Safety/Clinical Impact	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.
Staffing/Workforce	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.
Finance/Resources	Given the Financial Turnaround Programme and most recently the Covid-19 pandemic 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 and recovery / remobilisation plans.
Risk Implications	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.
Equality and Diversity	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.
Consultation	The following groups have been consulted with: Board Executive Team Area Partnership Forum Project Rise All staff via 2 staff engagement exercises by email generating a total of >900 responses.
Glossary	AOP – Annual Operational Plan BGH – Borders General Hospital BET – Board Executive Team