

						NHS Fife Strategic Objectives 2018/19												
			S			Corporate Objectives 2018/19				Exec	utive	Obje	ctive	es				
Vision	Mission	Values	Objectives	Strategic Framework Objectives	Ref.		CEO	DoF	DoPSP	000	DoN	MD	Оорн	Doe F	HRD	DoHSC		
				Listen to what matters to YOU	1.1	Improve complaints process to respond more effectively and efficiently to patient issues				S	L					S		
			ŒD	Design services in partnership with service users, carers and communities	1.2	Improve patient, public and partner engagement and participation with on-going strategic change agenda			S	S	L					S		
		>	ENTR	Create environments that encourage caring	1.3	Reduce Health Inequalities in terms of access and services. Implement Local Outcome Improvement Plan for Fife	*						L			S		
		Transparency	_	and positive outcomes for allDevelop & redesign services that put patients	1.4	Improving equalities – Public Duties Act					L				S			
		par	PERSON	first supporting independent living and self	1.5	Realising Realistic Medicine – implementation within NHS Fife linked to transformation & sustainability	*			S	S	L	S					
		rans	PE	management	1.6	Review and enhance the governance and supporting business model for charitable funds		L	S	S	S	S	S	S	S	S		
		& ⊥			1.7	Ensure our services are designed to address the needs of people (link to performance / access)	*		L	L			S			L		
		ess		Work WITH you to receive the best care	2.1	Continue to develop the Quality Report for the Clinical Governance Committee, IPR and Board			S		L	L						
		Fairn	_	possible	2.2	Maintain and audit the system of Safe & Effective Medicines Management				S	L	L						
		ŭ	EN	Ensure there is no avoidable harmAchieve & maintain quality standards	2.3	Fully implement the organisational duty of candour requirements	*			S	S	L		1	1	L		
es	Best		EXCELLENT	Ensure environment is clean, tidy, well maintained, safe and something to be proud of	2.4	Reduce Healthcare Acquired Harm, including facilities				S	L	L	S	L		S		
y Lives	the				2.5	Continue to refine the NHS framework for risk management and keep the Board Assurance Framework up to date		S	S	S	L	S	S	S	S	S		
Healthy	to be		CLINICALLY	Embed patient safety consistently across all aspects of healthcare provision	2.6	Continue to implement Excellence in Care to provide assurance to the organisation of nursing and midwifery care		S	S	S	L	S	S	S	S	S		
and H	Fife	sion	CLIN		2.7	Work to develop and embed systems & services to reduce avoidable admissions (linked to sustainability objective)	*				L		S			L		
Long a	care in	Compas			2.8	Ensure End of Life Care Standards are consistently applied across all areas and aligned with national recommendations				S	L	S				S		
ive	and	8			3.1	Develop a workforce strategy which supports the strategic and transformational plans of Fife	*		S	S	S	S	S		L	S		
Fife	타	Care	YER	Create time & space for continuous learning Listen to & involve staff at all levels	3.2	Develop arrangements which support effective Talent Management and Success Planning requirements				S			S	S	L	S		
le of	g hea		EMPLOY	Give staff skills, resources and equipment required for the job	3.3	Continue to develop policies and plans which support promoting attendance at work and the health and well being of the workforce							S		L			
people	rming			Encourage staff to be ambassadors for Health and Social Care in Fife	3.4	Ensure compliance with Staff Governance standards and the principles and values of the 2020 / everybody matters strategy in line with national policy.		S	S	S	S	S	S	S	L	S		
_he	nsfor	respect	/IPL/	Create high performing MDT through education & development	3.5	Ensure NHS Fife has the appropriate infrastructure to continue to meet professional standards for all staff		S	S	S	S	S	S	S	L	S		
	Tra		EXEMPLAR	Equip people to be the best leaders	3.6	Implement the iMatter staff engagement tool and use feedback to develop an action plan		S	S	S	S	S	S	S	L	S		
		ity &			3.7	Ensure effective staff communications – develop and implement an effective internal communications strategy	*			L						L		
		Dignity		Optimise resource for health & wellbeing	4.1	Develop a Transformation plan for NHS Fife to deliver the triple aim	*	L	L	S	S	S	S	S	S	S		
				Ensure cost effective and within budget	4.2	Jointly develop and deliver an East RDP to improve service and financial sustainability	*	L	L	L			S					
			J.E	Increase efficiency & Reduce WasteService redesign will ensure cost effective,	4.3	Deliver the objectives of the NHS Fife / Health & Social Care joint transformation plan		S	L	S			S			L		
		.	NAE	lean and minimise adverse variation	4.4	Develop the Property and Asset Management Strategy to support strategic transformation & performance		S	S	S	S	S	S	L	S	S		
		Firs	SUSTAINABLE	TAI	TAI	Optimise use of property & assets with our partners	4.5	Develop the eHealth, Information & Digital Strategy to support strategic transformation & performance			L							
		Safety First	sns		4.6	Deliver statutory financial targets		L	S	S	S	S	S	S	S	S		
		Sa			4.7	Deliver effective corporate governance to the organisation		S	L	S	S	S	S	S	S	S		
					4.8	Continue reduction of environmental harm							S	L				

NHS Fife Strategic Objectives 2018/19

a I	Ref	Corporate Objectives 2018/19: Person Centred	Executive Objectives						
Valve				DOE F	HRD				
-	1.1	1.1.1 Improve complaints process to respond more effectively and efficiently to patient issues 1.1.2 1.1.3 1.1.4							
<u>-</u>	1.2	1.2.1 Improve patient, public and partner engagement and participation with on-going strategic change agenda 1.2.2 1.2.3 1.2.4							
	1.3	1.3.1 Reduce Inequalities in terms of access, services and follow up. 1.3.2 Implement the Health & Wellbeing Plan 2015-2020 1.3.3 Provide leadership for Community Planning 1.3.4 Embed the Personal Outcomes Approach across NHS & H&SC 1.3.5							
Person Centred	1.4	1.4.1 Improving equalities 1.4.2 1.4.3 1.4.4							
	1.5	1.5.1 Ensure there is in place a sustainable NMAHP workforce with the appropriate skills to deliver safe, effective and person centred care that supports service redesign and changing approaches to care 1.5.2 Support transformative innovation in H&SC Work with EDG and senior clinical leaders to embed the principles of Realistic Medicine into all of our clinical strategy and transformation plans Engage the clinical advisory structures in supporting the ambitions of Realistic Medicine Through the APF, work with staff side to ensure Realistic Medicine is on the partnership agenda.							
	1.6	1.6.1 Develop an action plan interlinked with the transformation and sustainability programme to apply the realistic medicine approach across NHS Fife 1.6.2 Support the DoF review and enhance the governance and supporting business model for charitable funds.							

		Corporate Objectives 2018/19: Clinically Excellent	CEO	DoF	DoPSP	000	DoN	MD	Рорн	DoE F	HRD
2.1	2.1.1 2.1.2 2.1.3 2.1.4 2.1.5	Continue to develop the Quality Report for the Clinical Governance Committee, IPR and Board to reflect broader portfolio – Performance, SPSP, Local & National Policy Changes, Areas of Local Focus Work with operational colleagues to develop the local quality reports for ASD & HSCP Jointly lead the work with IMPACT to add quantitative and qualitative data to the Quality Report to reflect key safety issues in the system Support the development of clinical dashboards that reflect real time performance in the key SPSP safety measures - Ensure this is linked to patient experience data Take into account the national changes to the SPSP programme measures									
2.2	2.2.1 2.2.2 2.2.3 2.2.4 2.2.5	Maintain a robust system of Safe & Effective Medicines Management across the organisation with internal audit function to ensure ongoing compliance Continue to review all the Safe & Effective Medicines Management Systems and processes Continue to develop and test the audit processes across the range of medicines management to ensure fitness for purpose Ensure the ADTC continues to take oversight of the systems and processes for safe use of medicines									
2.3	2.3.1 2.3.2 2.3.3 2.3.4 2.3.5 2.3.6	Develop the NHS Fife approach to 'Never Events'/Significant Events - review and update where required systems and processes for reporting, investigation, mitigation and remedial action to ensure robust Review and update if required the process for significant events escalation to CEO and for significant event analysis Implement the revised Adverse Incident policy Review staff training and ensure adequate awareness of relevant policies and procedures Ensure communication and training to support the Duty of Candour are in place Ensure the reporting requirements for Duty of Candour are met for 18-19.					_				
2.4	2.4.1 2.4.2 2.4.3 2.4.4 2.4.5	Prevent harm and deterioration – focus on medication related events, review of maternity services, review of surgical procedures Provide assurance for NHS Fife and H&SCP around Public Health activity With the Director of Nursing and Director of Estates & Facilities, work with EDG to ensure our systems and processes for reducing harm are robust and reviewed regularly Ensure risks are reviewed regularly to reduce the likelihood of harm taking place - Ensure Datix incidents inform this review Design any new services to be as safe as possible									
2.5	2.5.1 2.5.2 2.5.3 2.5.4 2.5.5 2.5.6	Effectively respond to external reviews, policies and public health requirements Provision of public health assurance and activity in relation to access, inequalities, disease prevention, health protection & health improvement Lead Emergency Planning function, review lessons learned from incidents and maintain a programme of training and exercises Support the Director of Nursing in the review of the overarching framework of risk for NHS Fife and provide Board assurance for managing resilience risks Continue to refine the NHS Fife Risk Management Framework working with Health and Social Care Ensure the Board Assurance Framework is regularly updated									
2.6	2.6.1 2.6.2	Continue to implement Excellence in Care to provide assurance to the organisation and Board of nursing and midwifery care and standards Support the Director of Nursing implement Excellence in Care									
2.7	2.7.1	Support the Director of Nursing and Director of H&SC to develop and embed systems & services to reduce unavoidable admissions (linked to sustainability objective)									
2.8	2.8.1	Ensure appropriate clinical input is secured on regional planning groups, particularly in relation to the NMAHP workforce, which may have an impact on clinical services for the population of Fife Support the Director of Nursing implement the End of Life care standards in line with national recommendations									
2.9	2.9.1 2.9.2	Ensure End of Life Care Standards are consistently applied across all areas and align with national recommendation Review and refine Palliative Care Model for NHS Fife.									

Ref		Corporate Objectives 2018/19: Exemplar Employer			Ex	ecuti	ve Ok	ojec <u>t</u>	ives _		
			CEO	DoF	DoPSP	000	DoN	MD	ров в	T CONT	DoHSC
3.1	3.1.1 3.1.2 3.1.3 3.1.4	Publish a workforce strategy which supports the strategic and transformational plans of Fife Support the Director of Workforce develop a workforce strategy which supports the strategic and transformational plans of Fife Develop and implement a delivery plan to achieve the workforce strategy ensuring alignment and collaboration with the LDP and RDP associated work programmes Deliver Public Health specific objectives including Redesign in relation to Regional services									
3.2	3.2.1 3.2.2 3.2.3 3.2.4	Develop arrangements which support effective Talent Management and Success Planning requirements									
3.3	3.3.1 3.3.2 3.3.3 3.3.4	Integral to the workforce strategy develop retention and recruitment plans to sustain current workforce with a number of key areas of focus including options for over 50's									
3.4	3.4.1 3.4.2 3.4.3 3.4.4	Ensure NHS Fife has processes/policies in place to support NMAPS to meet the professional regulatory requirements Ensure compliance with Staff Governance standards and the principles and values of the 2020 / everybody matters strategy in line with national policy.									
3.5	3.5.1 3.5.2 3.5.3 3.5.4	Ensure NHS Fife has the appropriate infrastructure and support in place to enable all doctors to continue to meet the professional standards required for good care delivery and medical appraisal and revalidation and comply with the Duty of Candour Embed the requirements for responding to the Duty of Candour Ensure there is the correct infrastructure to enable medical staff to meet the standards required for good care delivery and medical appraisal and revalidation set out by the GMC Deliver the finance directorate transformation programme, build the team and ensure all individuals deliver against their own and team objectives.									
3.6	3.6.1 3.6.2	Take actions to improve retention and recruitment of clinical staff Ensure the teaching for the graduate entry medical training program is delivered effectively to the GMC standards									
3.7	3.7.1	Develop and implement an effective internal Communications Strategy									

a	Ref	Corporate Objectives 2018/19: Sustainable			Ex	ecuti	ve Obj	jecti	ives		
value			CEO	DoF	DoPSP	000	DoN	MD MD	ОоРН	DOEF	DoHSC
	4.1	Develop an NHS Fife Transformation Plan with 3 outcomes measures of financial, capacity or sustainability improvement and associated timelines/responsible officers Develop a Joint Fife Transformation Plan with 3 outcomes measures of financial, capacity or sustainability improvement and associated timelines/responsible officers Complete systematic review of variance/performance and develop action plan with outcome measures/timescales for delivery Undertake a review of performance and consider options going forward in terms of delivery and affordability Lead the review of procurement and payroll services in support of the regional and national shared services agenda.									
	4.2	4.2.1 Provide senior representation from CEO, DoF, DoPSP, MD, DoPH and COO as required to support the East (H&SCDP) Programme Board 4.2.2 Provide Senior Planning and Finance Resource to support the Regional Planning Resource to develop and deliver the RDP 4.2.3 Link with National Groups to influence and develop the planning and delivery of the RDP e.g. DoP&SP, DoF, COO's, NPF, BCE's, DoN, MD's etc. 4.2.4 Ensure the RDP and LDP are appropriately linked and actions, savings plans and services changes are clearly understood and defined. 4.2.5 Support the development of the East of Scotland regional planning and delivery programme									
<u>e</u>	4.3	 4.3.1 Continue to Implement Clinical Strategy 4.3.2 Develop and implement a robust system of corporate governance, recognizing the emerging and changing model required for health and social care services. 4.3.3 Provide financial leadership, oversight and scrutiny of medicines expenditure, trends and efficiency across NHS Fife including GP prescribing. 									
Sustainable	4.4	4.4.1 Review existing PFI contract 4.4.2 Establish increased oversight and leadership of the Board's property strategy and underpinning capital programme including PFI contracts and estates rationalisation. Implement revised financial reporting framework and supporting analytical function 4.4.4									
	4.5	 4.5.1 Review Acute Services in terms of sustainability- performance, workforce and facilities 4.5.2 Develop and implement a finance, eHealth and Estates Strategy in support of the Clinical Strategy and the LDP 4.5.3 Develop a robust eHealth, Information & Digital Strategy to support strategic transformation and performance management 									
	4.6	 4.6.1 Provide financial leadership to the NHS Fife transformation programme and underpinning financial strategy 4.6.2 Contribute as a member of the Executive Team and take on leadership roles 4.6.3 Support the corporate achievement of our statutory financial targets and deliver these for individual directorates 									
	4.7	 4.7.1 Implement Clinical Strategy, Annual Operational Plan and Regional Operational Plan 4.7.2 Deliver effective corporate governance for the organisation with a specific focus on clinical governance 4.7.3 Develop and implement a robust system of corporate governance, recognizing the emerging and changing model required for health and social care services. 4.7.4 Develop and implement a modern, timely and fit for purpose financial reporting framework, incorporating weekly reporting and dashboards. 									