

Introducing 'Dedicated to excellence'

Dedicated to excellence is our new groupwide strategy and applies to both of our hospital Trusts.

This simple guide breaks it down and explains what it means.

Our vision

Our vision statement is shown in the peak of the pyramid and sets out what we want to achieve in the next 3-5 years.

Our primary focus is making sure the care we provide to all of our patients is consistently excellent, each and every time.

We also recognise that our colleagues need to be happy, healthy and satisfied at work if they are to provide outstanding patient care. For this reason, achieving an excellent experience for the people who work in our hospitals is equally important.

We want to become leaders in three key areas. By this we are not simply aiming to improve what we do – we want to become an organisational role model that others look to for guidance and inspiration. These areas are:

- **Clinical excellence:** We want the clinical care we provide in our hospitals to be consistently excellent. For example, our patients have the best possible outcomes and receive the best clinically-evidenced treatment, which is delivered in the right way, in the right place and the right time.
- **Inclusivity:** We want everyone – whether they work for or with us, or are being cared for by us – to feel included, respected and valued in every way. This might be about making sure everyone's voice is heard and then acting upon it, or it might be about changing our services so that everyone living in Northamptonshire has access to the same quality care, treatment and resources wherever, and whoever, they are.
- **Collaborative healthcare:** We will strengthen teamwork, both across our hospitals and between our hospitals, sharing and learning from each other and using our resources in the most effective way. We want to be exemplars in how we collaborate with our system partners, whether it is to improve, to plan or to provide local health and care services. The entire patient journey will matter to us, even if it is before or after patients come to us for care and treatment.

OUR VISION

Dedicated to excellence in patient care and staff experience, and to becoming a leader in clinical excellence, inclusivity and collaborative healthcare.



Our mission

Our mission describes why we exist as an organisation and why we all come to work. Whether we care directly for patients or whether we support those who do, we are all here to ensure we provide safe, compassionate and clinically excellent care. Being an outstanding employer, supporting innovation, and working in partnership are all key elements that will help ensure we achieve our day-to-day mission.

OUR MISSION

Provide safe, compassionate and clinically excellent patient care by being an outstanding employer for our people, by creating opportunity and supporting innovation, and by working in partnership to improve local health and care services.

Our values

Our values were chosen by our colleagues with the involvement of patient representatives. They are at the heart of everything we do and make us stand out from other organisations. You can expect us to behave in accordance with these values at all times, whether you are working for or with us, or being cared for by us.

OUR EXCELLENCE VALUES **Compassion** | **Accountability** | **Respect** | **Integrity** | **Courage**



► Compassion

We care about our patients and each other.

We consistently show kindness and empathy and take the time to imagine ourselves in other people's shoes.



► Accountability

We take responsibility for our decisions, our actions and our behaviours.

We do what we say we will do, when we say we will do it. We acknowledge our mistakes and we learn from them.



► Respect

We value each other, embrace diversity and make sure everyone feels included.

We take the time to listen to, appreciate and understand the thoughts, beliefs and feelings of others.



► Integrity

We are consistently open, honest and trustworthy.

We can be relied upon, we stand by our values and we always strive to do the right thing.



► Courage

We dare to take on difficult challenges and try out new things.

We find the strength to speak up when it matters and we see potential failure as an opportunity to learn and improve.



Our group priorities

These are the most important areas for us to focus on. Everything we do should help drive improvements in at least one of these five priority areas.

We have set ourselves measures for each priority to ensure we stay on track and remain focused on what success will look like in 3-5 years' time.

Our longer-term objectives are broken down into annual objectives which we will agree each year. These are the areas where we can make the biggest difference to the areas that matter the most.



Priority	Year 1 aims	Overall measures
Patient <i>Excellent patient experience shaped by the patient voice</i>	<ul style="list-style-type: none"> Improving accessibility and consistency of compassionate patient communications 	<ul style="list-style-type: none"> Within the top 10% nationally in the inpatient and cancer surveys Positive feedback received from patients in surveys and in the comments we receive
Quality <i>Outstanding quality healthcare underpinned by continuous, patient-centred improvement and innovation</i>	<ul style="list-style-type: none"> Reducing harm caused to our patients as a result of delays 	<ul style="list-style-type: none"> Zero avoidable harm to patients A Standardised Hospital Mortality Index (SHMI) score that is best in our peer group 100% of teams achieve multi-disciplinary team accreditation plus No unwarranted clinical variation
Systems & Partnerships <i>Seamless, timely pathways for all people's needs, working together with our partners</i>	<ul style="list-style-type: none"> All cancer patients treated in 62 days unless clinically inappropriate Ensuring our patients have a reason to reside in hospital No patients required to wait more than 52 weeks for elective treatment 	<ul style="list-style-type: none"> All cancer patients treated in 62 days unless clinically inappropriate Exceed planned and emergency care standards Maximum 85% bed occupancy
Sustainability <i>A resilient and creative University Hospital Group, embracing every opportunity to improve care</i>	<ul style="list-style-type: none"> Reduction in temporary staffing spend Reduction in food waste 	<ul style="list-style-type: none"> Double the number of patients participating in research trials Eliminate our carbon footprint by 2040 No unwarranted financial variation
People <i>An inclusive place to work where people are empowered to make a difference</i>	<ul style="list-style-type: none"> Increase in staff survey scores for the themes of health and wellbeing and staff engagement 	<ul style="list-style-type: none"> Within the top 20% in the national NHS staff survey Improvement in diversity measures Positive feedback from staff pulse surveys

Our strategies

As well as our annual objectives, we have some longer-term strategies to deliver. These will help us make the changes needed to achieve our ambitions. In this block you will see the eight core strategies that will underpin our work in all the areas outlined above.



How you can contribute

Everything we do should be contributing to the ambitions and priorities we have set out within our **Dedicated to excellence approach**. This might mean stopping or pausing other projects or activities underway because it is important that we focus on doing a small number of things really well, rather than trying to do everything at once. Your line manager should be having regular conversations with you and your team about what this all means at a divisional, departmental or team level.

You can contribute to these discussions locally and you can also share your ideas, comments and feedback by emailing: LetsTalkNow.Northants@nhs.net

We will also talk about the progress we are making and involve colleagues in defining next steps during our monthly all-staff group and hospital briefings. Please see the intranet or read the regular e-briefings sent to colleagues to find out when these are.

July 2021

