Our vision

Trusted to provide safe, caring and effective services because people matter





Deliver a great patient experience

- Improve engagement and involve patients, carers and the public in their care and the work of the Trust
- Maintain high performance in national operational performance standards:
- Urgent care
- Patient flow and delayed transfers of care
- Deliver the **National Cancer** Strategy
- Develop a five year plan for timely access to diagnostics
- Meet the referral to treatment time standards across all specialties
- Align clinical and non-clinical services to the Multispecialty Community **Provider model**
- Deliver an improved **CQC** rating

Deliver safe and caring services

- Quality Priorities focus on:
 - Pressure ulcers
- Infection control
- Nutrition and hydration
- Medication management
- Incident management
- Discharge processes
- The use of the National Early **Warning Scores**
- Improve End of Life Care
- reduce patient falls
- Deliver agreed CQUIN requirements
- Maintain good mortality performance
- Deliver safe staffing levels
- Deliver improvements in maternity care

Drive service improvement, innovation and transformation

- Transformation through the Digital Trust programme (Record, Share, Support)
- Increase access to 7 day services
- Transform and re-organise services to drive efficiency and improve key services:
- Outpatient transformation
- Theatres transformation
- Implement Get it Right First Time recommendations for relevant specialties
- Implement hospital pharmacy transformation plan
- Implement schemes outlined in the **Clinical Strategy** such as: Ophthalmology Cardiology redesign **Paediatric services** Therapies **Black Country Pathology**

Be the place people choose to work

- use of staff survey and best practice
- training and appraisals
- Workforce



Make the best use of what we have

- Match capacity to demand through the development of a demand/capacity management tool
- Deliver the agreed financial recovery plan through to 2019/2020:
- Set budgets that will achieve a £4.5m surplus and monitor progress
- Set a cost improvement programme of £20.8m
- Develop strategies to ensure the clinical workforce can continue to provide

Deliver a viable future

- Maximise benefits through collaborative
- Work proactively to become the provider of Multi-specialty **Community Provider** services
- Develop the Trust's market share and commercial opportunities
- Ensure we have the right staff to deliver the services of the future
- Manage our infrastructure to support new models of delivery

Integrated care closer to home

High quality hospital based care **Specialist services** locally