

Delivering Excellence: our plans for 2018/19



Our vision

Delivering Excellence is our shared vision for continued success at QVH. It is based on the straightforward belief that delivering excellence is the most effective way of ensuring that QVH continues to thrive.

Rebuilding lives is one of the ways we describe our work. QVH is a specialist NHS hospital providing life-changing reconstructive surgery, burns care and rehabilitation for people across the South of England.

Staff in all roles across the organisation deliver that vision, using the QVH values of continuous improvement, humanity and pride to ensure the quality of our services.

Partnership

We will continue to work with Brighton and Sussex University Hospitals Trust (BSUH) and Western Sussex Hospitals Foundation Trust to align further both clinical and support services. Our approach to partnership will be focussed on delivering safe, effective and efficient services, and a secure future for the outstanding care provided by staff at QVH.

Productivity

We will work to make sure we have full theatre lists and processes that ensure there are no unnecessary delays for patients. We will continue to seek efficiencies in how we work both clinically and in support services, making sure our data is accurate and our staffing and systems support us in providing the best patient care.

People

We will maintain our reputation for outstanding patient care.

The knowledge, expertise, hard work and professionalism of our staff is at the heart of QVH. We will ensure staff are well led, well managed and motivated by meaningful work. We will continue to invest in professional and personal development, and to look after our staff health and well-being. We will work innovatively, through recruitment and new ways of working, to address the staff shortages which exist in some professions.

Our key strategic objectives

We have key strategic objectives (KSOs) that describe what we need to offer our patients, commissioners and staff in order to achieve our vision. Each KSO is led by a director who is responsible to the board of directors for the delivery of that objective. Every member of staff should have individual objectives which clearly relate to the Trust's KSOs.



1 KSO Outstanding patient experience

We put the patient at the heart of safe, compassionate, competent care that is provided by well-led teams in an environment that meets the needs of patients and their families.

Lead Jo Thomas
Director of Nursing and Quality



2 KSO World class clinical services

We provide world class services that are evidenced by clinical and patient outcomes and underpinned by our reputation for high quality education and training and innovative research and development.

Lead Ed Pickles
Medical Director



3 KSO Operational excellence

We provide streamlined services that ensure our patients are offered choice and are treated in a timely manner.

Lead Abigail Jago
Director of Operations



4 KSO Financial sustainability

We make the best use of our resources to offer cost-effective and efficient care whilst looking for opportunities to grow and develop our services.

Lead Michelle Miles
Director of Finance and Performance



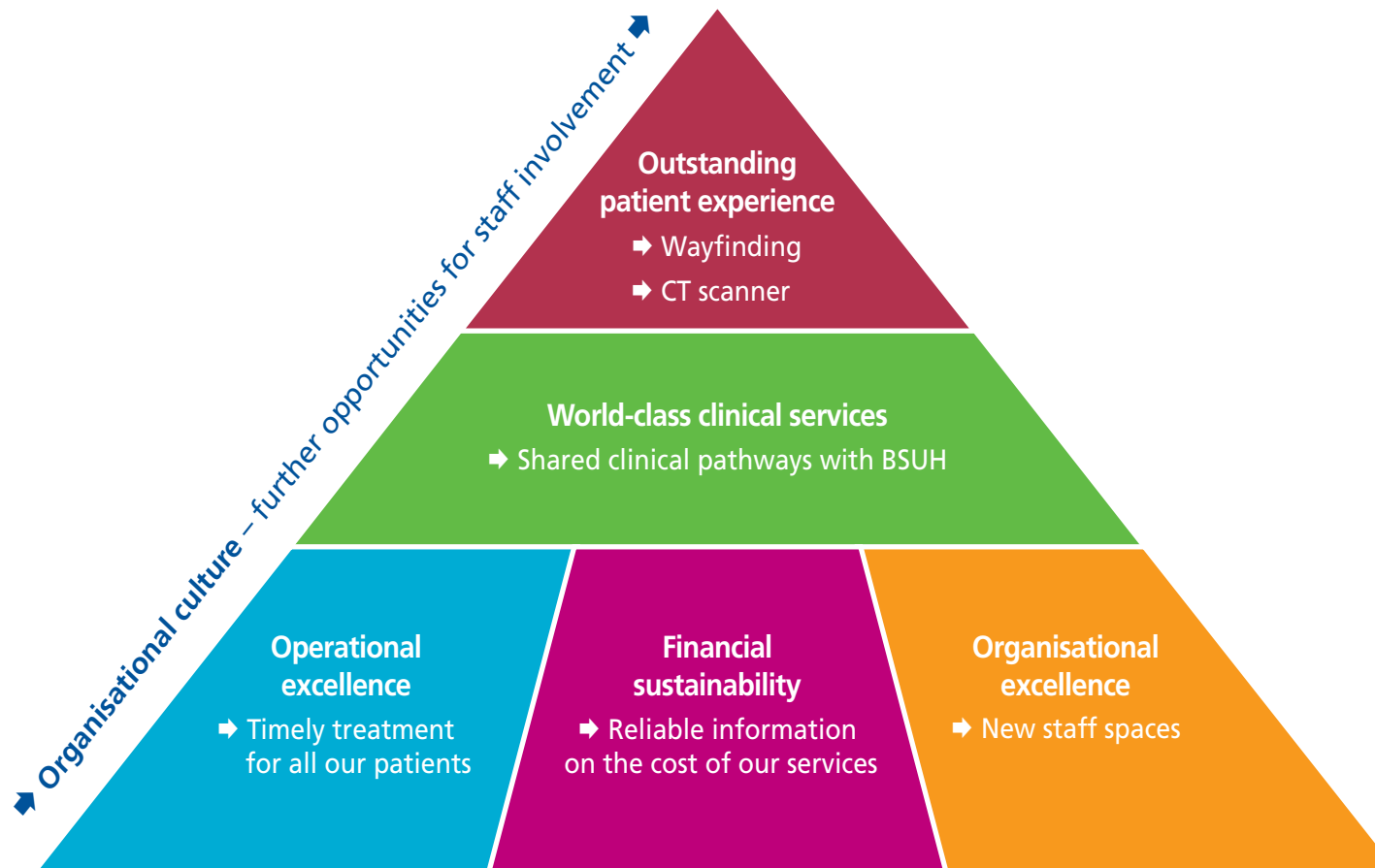
5 KSO Organisational excellence

We seek to maintain and a well led organisation delivering safe, effective and compassionate care through an engaged and motivated workforce.

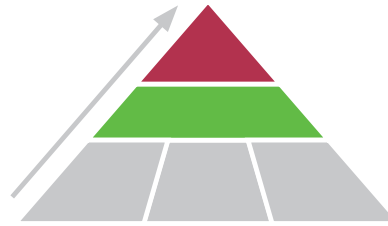
Lead Geraldine Opreshko
Director of Workforce and Organisational Development

Our priorities for 2018/19

Our corporate priorities for 2018/19 focus on the work to the year-end which will ensure we continue to offer the very best patient care while working towards delivering our plans for partnership, productivity and people. Each clinical and corporate team will also have priorities aligned to the key strategic objectives.



Our plans (1)



Outstanding patient experience

Wayfinding

We are transforming our signage throughout the site. This will reduce confusion and anxiety for patients and bring the visual appearance of the site more in line with the level of expertise and quality of service provided. We will create a more intuitive, logical approach with important information prioritised and consistent naming.



Outstanding patient experience

CT scanner

A new on-site CT scanner has been commissioned for QVH. This CT scanner will bring a huge benefit to the local community, patients needing specialist care in state-of-the-art facilities and to our inpatients. The considerable investment needed for this has come from QVH League of Friends.



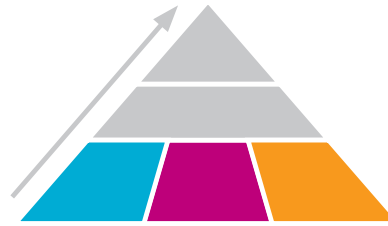
World class clinical services

Shared Clinical Pathways with BSUH – paediatric burns, plastics and maxillofacial services

A new clinical service model is being developed for paediatric burns. This will deliver compliance with national standards. It involves QVH as the specialised burns provider for the south east and the Royal Alexandra Children's Hospital, Brighton (BSUH).

We are also working closely with teams in Brighton on plastics for the Major Trauma Centre and on a networked Sussex-wide approach to maxillofacial services.

Our plans (2)



Operational excellence

Timely treatment for all our patients

QVH has rectified long-standing issues with systems used to report waiting list information; which has resulted in an increase in our reported waiting list. Our systems are now more reliable than they have been for several years, and we are working hard to ensure timely treatment for all our patient.



Financial sustainability

Reliable information on the cost of our services

Good quality data is vital in providing high quality and efficient patient care. We are improving the level of detail at which we understand the costs of our services and our income, in order to accurately forecast and support the long term financial sustainability of QVH.



Organisational excellence

New staff spaces

In response to staff feedback we are opening new staff hubs, with a team of staff helping to shape the new spaces behind theatres and in the surgeons mess so that staff can relax and eat away from their work. We are also improving the facilities in the Education Centre particularly to support staff working at night.