

# Our future, together

**This document is about the future for George Eliot Hospital Trust. It sets out our strategic principles and aims and objectives for the coming year and beyond.**

It also describes the ingredients we need to make the Trust the best that it can be. That means how we govern ourselves, how we should behave, how we improve and change - and the culture we should aim to create.

We hope you find this a helpful insight and we hope you can support us on our journey.

This is our opportunity, let's take it together.



**David Eltringham**  
Managing Director



**Glen Burley**  
Chief Executive Officer



**We are starting our journey as part of a Foundation Group of hospitals in partnership with South Warwickshire NHS Foundation Trust and Wye Valley NHS Trust. This partnership helps us by working together to share our best practice, and joining forces to give us greater influence with our health and care partners.**

While we were planning our strategy, we spoke to our staff through a series of engagement sessions – ‘Shaping Our Future’. They were clear that we must keep our vision and values as an organisation. And these remain:



**We will ensure effective open communication**



**We will strive for excellence and safety in all we do**



**We will challenge but support**



**We will expect respect and dignity**



**We will strive to deliver local healthcare that inspires confidence**

**‘Our vision is to excel at patient care’**

Our key strategic aims 2019 – 2023 that will run from Ward to Board



**Embrace our role as a District General Hospital, delivering the best quality, safest care to our local population**

We will focus on the key clinical priorities of emergency medicine, elective care, cancer and mortality. We will do this strongly and quickly to improve our patients' experience.



**Take a leading role in the development of Place-based services, adopting a system-wide view in developing and delivering new models of care**

The NHS Long Term Plan set out by the Government prioritises prevention and joined-up care. We are working with healthcare, education and local authority partners to develop plans that serve patients across our North Warwickshire community or 'Place'.



**Listen to and engage with  
our staff to create a culture  
of true partnership**

Through our Shaping Our Future initiative, our staff have influenced our strategy through an engagement process that has captured their ideas, concerns and priorities as we plan for the future of George Eliot Hospital. We will continue to listen.



**Transform our services and enable our progress by focussing on our key enablers - ICT, our estate and workforce.**

Our staff have helped us identify what is important to help us progress. We will focus on these areas while also transforming our services to become more productive and effective for our patients. We will continue to build on our excellent reputation for education to retain and develop our staff.

## INTEGRATED CARE



We created a 10 Point Plan to help us deliver our strategy. This is at the heart of the organisation's efforts.



**George Eliot Hospital**  
NHS Trust

Delivering quality and safety by improving  
our efficiency and performance

**Go for a 'good' CQC rating**

Evaluate our responses to CQC concerns, identify the key actions and make sure we're doing what we said we would

01

**Stabilise our finances**

Review our cost improvement plans and how we deliver them. Do things better or do them differently to help us develop a longer term financial recovery plan

02

**Equip ourselves for success**

Ensure that we deliver our local and national priorities from 'Board to Ward' by making sure we have the right leaders in the right place with the right abilities, working in a simpler governance structure

03

**Enhance the quality of urgent care**

Improve patient flow through our urgent care service to meet our agreed performance improvement target. Evaluate and improve our ambulatory care system to treat patients as quickly as possible, without the need for long waits or a return visit

04

**Involve staff in our future**

Engage with our staff to hear views on Integrated Care and our wider organisational strategy

05

**Work together on out-of-hospital services**

Devise a strategy to integrate with SWFT out-of-hospital services

06

**Improve back-office efficiency**

Consider back office collaboration opportunities across the STP or within the Foundation Group

07

**Use our estate more effectively**

Review the Campus Plan and consider immediate opportunities to make better, more efficient use of land. Improve the estate between Community Services and the Hospital

08

**Deliver efficient, quality elective care**

Develop an elective care strategy in collaboration with STP partners to ensure efficient use of NHS capacity to meet demand and deliver the National Planning Guidance requirements

09

**Work with hospital partners to maintain a quality local service to our patients**

Develop a stronger provider alliance with UHCW and other key local providers to ensure sustainable local services

10

For more information visit our website at [geh.nhs.uk](http://geh.nhs.uk)



## Our Culture

**We will promote a culture of openness, where we take things seriously, listen to each other, engage with everyone in the organisation and empower people to make positive change.**

Culture is based on how we do things here – we have assessed the culture and set out what we would like it to be. This is based on how we behave, how we govern ourselves and how we improve and change.

## How we behave

### Leadership

**Our staff highlighted leadership as a key factor in taking the hospital forward. It was a consistent theme during our Shaping Our Future engagement events.**

It is also a key part of our 10 point plan - 'Equip ourselves for success' – specifically around having the right leaders in the right place with the right abilities.

Our new Leadership Charter sets out expectations of all our leaders, both clinical and non-clinical regardless of their profession, status or job role. We want our leaders to lead by living our excel values at all times, supporting, empowering and valuing our staff to be the best they can be in achieving our vision to Excel at Patient Care.



# LEADERSHIP CHARTER



**George Eliot Hospital**  
NHS Trust

**GEH leaders will lead by living our EXCEL values at all times, supporting, empowering, and valuing our staff to be the best they can be in achieving our vision of Excelling at Patient Care.**

Our Leadership Charter sets out the expectations of all our leaders, both clinical and non-clinical regardless of their profession, status or job role. We will do this by:



**We will ensure effective open communication**

- Being visible and approachable.
- Engaging with our staff and listening to their views.
- Ensuring all our staff have active, quality appraisals.
- Supporting staff to engage in making a difference.
- Asking for and providing feedback, both professional and personal.
- Being open and honest.
- Sharing the Trust's vision and objectives.



**We will strive for excellence and safety in all we do**

- Encouraging a culture of continuous improvement and high performance.
- Ensuring our staff have the training & development necessary to do their job roles effectively and safely.
- Accepting accountability and responsibility for our performance.
- Learning from our mistakes and challenging those who blame.
- Dealing with poor performance promptly and fairly.
- Challenging poor behaviours and never ignoring or condoning them.
- Collaborating with others and encouraging team working.



**We will challenge but support**

- Demonstrating our Trust COMPACT & EXCEL Values in all we do.
- Ensuring our staff feel empowered and safe.
- Valuing and recognising our staffs' contributions and achievements.
- Encouraging our staff to develop their careers.
- Supporting our staffs' wellbeing and resilience.
- Actively act as a coach and/or mentor to our staff.



**We will expect respect and dignity**

- Supporting and championing diversity and inclusion.
- Not tolerating bullying or harassment of any kind.
- Demonstrating compassion with patients and one another.
- Supporting others to speak out when something is wrong.



**We will strive to deliver local healthcare that inspires confidence**

- Always putting the patient at the heart of all we do.
- Ensuring our staff have the resources they need.
- Learning from our mistakes and supporting others to do so.
- Supporting staff to seek and act on patient feedback.
- Listening to our patients.

**'Our vision is to excel at patient care'**

For more information visit our website at [www.geh.nhs.uk](http://www.geh.nhs.uk)

## Professionalism

We have also agreed a series of standards which the Senior Leadership team will apply in conducting Trust Business through emails, meetings and personal interactions. By following these standards, we aim to spread these across the organisation. We won't dictate these to people, but try to lead by example so others will follow.

## Engagement

We will continue our *Shaping Our Future* initiative, as well as improving and widening other ways of involving staff. Our Managing Director will continue to hold 'Open House' sessions where staff can share ideas as well as concerns. Our senior executives will continue to be seen around the organisation, engaging with people in their workplace through visits and walkabouts.

## Shared decision making

Staff in Mary Garth Ward and our Therapy Department take collective ownership to develop and improve practice. This ensures patients receive caring, safe and confident care. It puts staff at the centre of the decision-making process, with managers helping to make things happen. We would like to spread this initiative more widely across the hospital.

## Team Brief

We will bring in a new Team Brief process to help improve staff engagement for everyone in our Trust.

We want every member of staff to have the opportunity, each month, to discuss with their team, via their manager, the challenges they face and opportunities they have to improve our patient and staff experience.

The Team Brief will be a cascade of information from our Trust Board and Executive Team. It is designed for our directorates and teams to localise during face-to-face team meetings.





# How we are organised and governed

**Our structure allows us to be clinically-led with support from general management. Corporate Departments are led by professional leads.**

Each clinical directorate creates a plan each year which sets out what its teams will do to deliver our 10 Point Plan. Corporate departments do the same.

Directorates and clinical teams work together and are responsible for clinical and operational performance, using their resources wisely and communicating and engaging with their staff.

Every person who works for the Trust has an annual appraisal. The objectives set in the appraisal should represent that individual's contribution to the delivery of their Directorate or Department Plan and therefore the 10 Point Plan and our strategy.





# How we govern the hospital

## The Trust Board of Directors

Our Trust Board is responsible for making sure that the hospital functions well, has a clear strategy and objectives, the resources to do the job and the ability to hold people to account. Our Board members have a wealth of experience across a wide range of disciplines which allows them to do this. The Board is supported by sub – committees which, with the authority of the Board, provide assurance on finance and performance, quality, and audit.

## Directorate Management Teams

Directorates hold their own governance meetings and review the service of business. We encourage wards, departments and teams to have their own business meetings.

## The Trust Management Board

Day-to-day decisions rest with the Executive Team, with our Trust Management Board being the formal decision making forum. Clinical Directors head up each Directorate Management Team and join the Executive at the Trust Management Board table.

## Performance Monitoring

We set baseline plans for the year and monitor how we are doing against them during the year. We spot things which are going off track and we take steps to address them. We do this without blame and we will see failure as an opportunity to improve and learn. Failure is our friend – or it can be if we let it.



GEORGE ELIOT HOSPITAL

# How we improve and change

**George Eliot Hospital needs to change and improve to build a secure future and continue to provide the high quality care that our patients deserve.**

Change plays a central part in achieving virtually every aspect of our ten point plan. It is also a key 'enabler' for us to deliver our strategy described earlier in this document.

## We will:

### Support change from the frontline

We will encourage and empower all our staff to make quality improvements every day. We will continue to support the shared decision-making that is taking place in three of our clinical departments and spread it to the rest of the hospital.

We will embrace what's called the **QSIR methodology** – giving our staff a 'toolbox' of proven ways to change and improve in their areas. More of our staff will be trained in the QSIR method so that they can lead change in their wards or departments and then be able to teach others.

### Transform at an organisational level

We will address areas of inefficiency, waste and underperformance - and do it quickly.

Big change needs to be managed with the leadership of our executive and senior clinical team and with the support of a dedicated transformation unit for the hospital. We will use recognised methods of project management to underpin our work.



## Build a culture of continuous improvement

People who do the work know what the problems are, and have the best solutions. We need to understand this and also we will learn from our mistakes to achieve the best patient care.

By supporting and empowering our frontline teams to make changes every day, we want to gradually make it part of our culture that we continually find ways to improve.

## Learn at every opportunity

Every time we come to work, every time we try something, every time we succeed and every time we fail - there's an opportunity for us to learn.

Sometimes this will be in a formal classroom setting, sometimes on our own or with colleagues across the Foundation Group. Coaching and mentoring have a key role to play in the way we make every moment of every day a learning experience. Investing in education, supporting teachers and coaches will be key to our success.

## Work together to solve problems

Sometimes things go wrong. We will accept this will happen from time to time, we will identify it when it happens, see it as an opportunity to learn and try something else. If people are told how to fix problems we will create the wrong solutions. If we listen positively to ideas and empower staff to change things for themselves, we will create lasting solutions that work.







## Questions or Comments?

We hope you found this document useful. If you have questions or comments, please get in touch. You can leave comments on the Rumour Mill, via email at [communications@geh.nhs.uk](mailto:communications@geh.nhs.uk) or in person at the Managing Director's regular, fortnightly drop-in sessions.