

Our 10 Year Vision to become a High Quality Organisation by adopting a ‘One Bay Way’

16th May 2024

Let's discuss...

What does the vision document mean to you and your team(s)? In your groups, please consider:

Part 1

- What opportunities does the vision give you and your teams, to improve quality?
- What challenges do you foresee that you or your teams would need support with in taking the vision forward?

Part 2

What do you and your team(s) need to do:

- Differently
- More of
- Less of

In order to take the vision forward...



What's Our Vision?

Our vision is that we become a High Quality Organisation.

High Quality Organisations in health have a range of core capabilities and capacities which make them successful. They are:

- being well-led;
- sustainably resourced;
- effective and efficient;
- people centred;
- safe;
- offering timely services; and
- a focus on inequity and tackling it

This is what we will seek to address in our organisation to enable us all to become a High Quality Organisation.



How will we deliver Our Vision?

Delivered through partnership, planning and co-operation aligned to:

- a 'new deal' for our patients;
- our 'One Bay Way' - our people promise to staff and a different style of leadership, culture, systems and processes; and
- a new 'Compact' between the organisation and our staff representatives

These will help us **secure the great outcomes** that our patients, tax payers and the wider public want and expect.



Delivering the Vision thorough Our Values and Behaviours – ‘One Bay Way’?

- Our Values remain a core and central focus through which behaviours and responsibilities are delivered
- The responsibilities are set out in a 'promise' outlining what you can expect from us as an organisation and what we expect from you. They will be based on the feedback from Our Big Conversation, Management Board and Trade Union Partners
- The ‘promise’ will sit under the title and umbrella of 'One Bay Way' as a consistent brand for the culture and behaviours of our organisation

Caring for each other	Working together	Always improving
We're friendly, kind and recognise everybody as an individual	We're honest and open with one another, genuinely seeking and acting on feedback	We do what we say we'll do and always search for better



Context – The ‘why’ behind the Vision

Phases 1 & 2 of ‘Our Big Conversation’ confirmed the mandate from our staff and patients is clear. They want to see a high quality organisation with the characteristics and achievements they would expect from one.

“It is a **great privilege** to work in an organisation whose core business is **the care of others**. The vision of a High Quality Organisation is our **opportunity to renew our sense of pride** in our organisation, to work as a key part of the local **community** to improve our **health and wellbeing** and to offer to **every patient, every time**, the **high standards** of care we would want for our families, **now and in the future**”.

Our vision into reality has 6 key ingredients

1. Leadership culture behaviour
2. A focus on the patient or customer
3. Engaged staff who can act
4. Reliable, designed systems and processes
5. A focus on evidence, measurement and outcome to continually improve our services, commissioning and populations health.
6. Alliances and Partnerships



Leadership, Culture and Behaviour

- A re-instatement of the behaviours, responsibilities linked to our values.
- Developing a focus on services and pathways, centred around patients and building great teams to support them.
- Increasing patient and service users voices, insights and their roles in our service governance
- Improving responsibilities and accountabilities by doing the basics well, releasing autonomy, building commitment and simplification.
- Greater management by objectives
- A more clinically lead organisation with greater involvement of clinicians in management leadership
- Building an improvement culture based on the understanding of the outcomes that should be delivered, based on clinical standards

A focus on patients / service users

A new compact with patients and service users centred on:-

- Greater ownership of their health and management of it.
- Simpler, easier ways to access support.
- NHS becoming not only a provider, but an enabler, coach, guider to improve health well-being.
- Designing services around the patient and use them to do so we commission better services
- Improvement, engagement and governance
- A holy trinity of customer focus driven by staff, patient experience and outcomes at every level.
- Expecting patient safety, experience and outcome plans from everyone
- Performance considered against intended results
- Greater transparency on services/levels of service in services to each other.

Engaged Staff who can Act

- Responsibilities framework set
- Bureaucracy busting
- Redesign care principles to release management time to support front line
- A focus on staff experience plans
- Providing great multidisciplinary focus with shared leadership, vision and objectives around patients and service users
- Delegate, support, encourage and empower
- Different mind-set on mechanisms for control and accountability
- Develop a more risk-based culture

Autonomy

The need to have control over one's work life, and to be able to act consistently with one's values

- Authority, empowerment and influence
Influence over decisions about how care is structured and delivered, ways of working and organisational culture
- Justice and fairness
Equity, psychological safety, positive diversity and universal inclusion
- Work conditions and working schedules
Resources, time and a sense of the right and necessity to properly rest, and to work safely, flexibly and effectively

Belonging

The need to be connected to, cared for by, and caring of colleagues, and to feel valued, respected and supported

- Teamworking
Effectively functioning teams with role clarity and shared objectives, one of which is team member wellbeing
- Culture and leadership
Nurturing cultures and compassionate leadership enabling high-quality, continually improving and compassionate care and staff support

Contribution

The need to experience effectiveness in work and deliver valued outcomes

- Workload
Work demand levels that enable the sustainable leadership and delivery of safe, compassionate care
- Management and supervision
The support, professional reflection, mentorship and supervision to enable staff to thrive in their work
- Education, learning and development
Flexible, high-quality development opportunities that promote continuing growth and development for all

Engaged Staff who can Act continued.....

- Focus on just ventures in all services around patient safety and quality and signed symbiotic changes
- A different “compact” with staff, staffing organisations and ourselves –
Develop the people promise:-
 - Compassionate/inclusive
 - Recognised/rewarded
 - Having a meaningful voice that cares
 - Always learning
 - Being part of a great team
 - Staffing health and well being
 - Always learning and improving
- Reduce layers of reporting with further structures
- Points of control and greater decision delegation

Reliable, Designed Systems and Processes

- Build on our population health strategic work
- Develop multi-service group, care/symptom pathways and build teams around patient needs
- Build our vision, plans and each service based on multidisciplinary teams
- Establish clear service standards and agreements
- Examine operational systems and get business right, e.g. alignment of workforce plans with financial plans and capacity
- Set clear objectives at all levels
- Continue our programme of culture development and responsive staff engagement

Focus on Evidence, Measurement and Outcomes

We have made a great start with our quality management system and quality strategy, we'll now need to:-

- Improve our data measurement and availability and support teams to improve quality
- Accelerate digital, capture and system
- Build explicit quality standards, goals and roles
- Build improvement capability and improvement service capability
- Encourage change with clinical teams

The route map to a high quality organisation

Based on three simple concepts:

- driving a relentless patient and customer focus
- placing our people at the heart of our journey
- organising ourselves, our systems and our processes to deliver

Objective 1 – Deliver the quality strategy principles.

Objective 2 – Create an environment where staff can flourish through our people promise.

Objective 3 – Build the business and get the guidance to build compliance and competency.

Objective 4 – Provide the leadership, culture and attitudes for a high-quality resource organisation.

Objective 5 – Focus on quality improvement, capacity and capability.

Objective 6 – Create the right environment with patients for integrated care.

Objective 7 – Centre our organisation on the patient or service users.

Key Points to Consider / Discuss

- Clinically led
- Empowerment of staff
- A shift from HQ to service groups
- Greater accountability for delivery and performance
- Patient centric approach – silo busting
- Staff and patient experience
- Invest to save
- Systems and processes

Over to you – Let's Discuss

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Diolch / Thank You