

# **TRUST STRATEGY 2017- 2022**

## **‘STRIVING FOR EXCELLENCE’**



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## Introduction

1. This Strategy describes the intended place and role of the Trust in the local and regional health and social care systems as well as our strategic objectives to achieve our ambition.
2. For the Trust to 'achieve an excellent patient experience each and every time' it is crucial that both within the Trust, and through the partnership relationships the Trust has and strengthens, our collective endeavours are aligned. We must work together with external health and social care organisations in ways that contribute to improved health and wellbeing of the population; reducing avoidable admissions to hospital, and securing further efficiencies and increases in productivity.

## The Trust

3. The Mid Yorkshire Hospitals NHS Trust provides hospital services, from its three acute hospital sites, to a population of 550,000, and delivers a range of community services mainly to the 360,000 population of Wakefield. In addition, the Trust provides specialist burns and spinal injuries services serving a large regional population.
4. The Trust has a workforce of 9000 people, making the Trust one of the largest employers in the locality and we generate an income of £600m a year.
5. The purpose of the Trust is reflected in our mission statement:

**To provide high quality healthcare services at home, in the community and in our hospitals, to improve the quality of people's lives**

6. The ambition of the Trust is reflected in our vision statement:

**To achieve an excellent patient experience each and every time**

7. Whilst the central purpose of the Trust is the provision of healthcare, the Trust also has duties to help educate and train future healthcare professionals; to increase knowledge and discover better ways of doing things through good quality research and development and to be an excellent employer investing in the skills and development of its workforce. Furthermore the Trust has significant responsibilities to make a major contribution in the leadership of the health and social care systems of which the Trust is part, to improve health and wellbeing and reduce health inequalities.

## The Place of the Trust

8. The Trust serves a large local catchment population, which means that for its hospital secondary care services, their scale ensures that they are viable and sustainable. Building on this, the Trust envisages developing several of its services to serve a sub-regional population working in partnerships with local Trusts, for example urology services and hyper-acute stroke services to the nearby population of Barnsley.
9. As the Trust makes progress in reducing waiting times for out-patient consultation, treatment and surgery, the Trust will aim to be the provider of choice, thus repatriating work from other providers.
10. The Trust very much values its role as a provider of community health services, as well as its hospital secondary care services. The Trust has a comprehensive range of specialist services that would be expected of a Trust that serves a large local population.
11. The Trust plans to make a significant and effective contribution to 'out of hospital' services through strengthened partnership arrangements with the Primary Care Networks, both local authorities and voluntary/3<sup>rd</sup> sector providers. In Wakefield the main vehicle for providing strengthened integrated services in ways that support primary care is the Wakefield Integrated Care Partnership, and in Kirklees the Integrated Health and Care Leadership Board.
12. The Trust aims to maintain its position as place of choice for medical students from Leeds Medical School, providing clinical placements. The Trust also aims to significantly improve the training experience of junior doctors. Another key ambition is to significantly increase the number of student nurses who have their practical placements at the Trust – we host students from both Huddersfield and Bradford Universities. The Trust also has a School of Nursing at Dewsbury and District Hospital which opened in spring 2018, in partnership with Bradford University. The Trust aspires to be designated as a 'Teaching NHS Trust'.
13. Working in partnership with local universities, commercial companies and the NHS regional research network, the Trust aims to be an active contributor to research, increasing its activity and strengthening its Research and Development arrangements.
14. Being an excellent employer is an essential prerequisite for the Trust to be successful in meeting the needs of its patients. The Trust aims to be a popular, local, major employer investing in the skills and development of its workforce.

## Background

15. Refreshing the Trust's strategy has been necessary as a consequence of a very significant number of national policy changes over the past couple of years, the main ones being:
  - NHS Plan 2019
  - White Paper 2021
  - Establishment of Integrated Care Systems 2017/18
16. In response to these national policies, local changes are occurring that are reflected in this updated strategy, in particular with a focus on innovative and co-operative working leading to strong, effective partnerships and a greater focus on system working and reducing health inequalities.
17. This refreshed strategy also reflects a real determination to ensure the Trust consistently provides high quality, responsive, timely services, resolving historical patchy performance.
18. This strategy is also about how the Trust will make a significant contribution to improving the health and wellbeing of local people and reducing health inequalities.
19. The way the Trust developed this refreshed strategy is described in **Annex 1**.

## Where we are now

### Patient Experience

20. The Trust receives patient experience feedback from a range of sources including Friends and Family Test (FFT), surveys, NHS Choices, complaints and PALS. Our feedback via FFT (around 140,000 Friends and Family Test forms each year) tells us that patients would recommend the Trust as a place to receive care and treatment at a higher rate than the national average for our Emergency Departments, in-patient, and out-patient care and for the community services we provide. Yet our annual Care Quality Commission (CQC) In-patient survey of a sample of 900 patients demonstrates poor feedback in comparison with other Trusts. We believe the root causes of the dissatisfaction are the delays in receiving care and treatment and staff shortages. Even before the COVID-19 pandemic the Trust has struggled to meet some of the NHS Constitutional access standards.

### Improving Quality

21. According to the National Reporting and Learning System (NRLS) MYHT has succeeded in being placed in the top quarter of reporting organisations in the country for incidents. This means we have the mechanisms in place to

investigate appropriately when things go wrong, and to ensure lessons are learned and actions to address failings implemented.

22. In June 2016, the Trust took the decision to implement a new quality improvement system. The Trust is part way through its journey in implementing The Mid Yorkshire Quality Improvement System (MYQIS) which has been developed using the Virginia Mason Production System (VMPS) principles; the healthcare version of the Toyota Production System. The next stage is implementing our Daily Management System.
23. Virginia Mason has successfully translated Lean philosophy and embedded it into the way they deliver healthcare. This people-centred management philosophy and approach has been credited with transforming Virginia Mason and is now being transferred to other healthcare organisations throughout the world.

### **Patient Safety**

24. Besides the risks caused by delays in receiving care and treatment, the Trust has an above average mortality rate. Most other metrics are within the expected range.

### **Care Quality Commission (CQC)**

25. The Trust has received an overall rating of 'requires improvement' from the CQC in successive inspections, the last one being in 2018. We are striving to achieve a Trust-wide rating of 'outstanding'.

### **Partnerships with other organisations**

26. The Trust is part of the West Yorkshire and Harrogate Integrated Care System, locally known as the Health and Care Partnership (HCP). The Trust has governance structures in place that support its involvement to ensure it is sighted on and contributes to the various work programmes. This supports new partnerships and co-operative ways of working to deliver the aim of closing the 'triple gap' of the health and wellbeing gap, the care and quality gap and, the finance and efficiency gap.
27. The West Yorkshire Association of Acute Trusts (WYAAT) is a very effective provider collaboration. It has a crucial importance in the 'place based' partnerships in Wakefield and Kirklees. The Wakefield Integrated Care Partnership and the Kirklees Integrated Health and Social Care Leadership Board. In addition regular meetings take place with the Primary Care Network Clinical Directors. There are many excellent examples of system working.

## Workforce

28. The Trust has a workforce of more than 9,000 people, all of whom work very hard to meet the needs of our patients. However, it is clear that too many staff are consistently stretched too much, and for too long. This is mainly due to the capacity problems the Trust has, and the difficulties the Trust experiences in recruiting to our Registered Nurse vacancies (including District Nurses) and vacancies for medical staff. Despite these issues staff are rightly proud of what they achieve for patients and are very committed to meeting the needs of patients and doing great work; however, the staff Friends and Family Test results and CQC Staff Survey results indicate that about a quarter of staff would not recommend the Trust as a place to receive treatment or work. The staff sickness rate is 5% which is higher than average compared to other acute Trusts. Vacancy rates for registered nurses and medical staff run at about 10%. Staff turnover rate averages 10% and overall the vacancy rate is 7%
29. There is great deal of room for improvement, which is why becoming an excellent employer is so important, and an essential pre-requisite to achieving the perfect patient experience each and every time.

## Financial performance

30. The NHS has been facing significant financial pressure in recent years. With an ageing population and increasing demand, there is need for the health service to continue to evolve to meet these challenges. These challenges are not exclusive to the Trust, but in addition we have faced unique challenges which have impacted on our ability to keep expenditure within income levels.
31. The Trust has had a persistent underlying deficit of about £20m which is primarily due to the costs of the PFI for Pinderfields and Pontefract Hospitals. The Trust for the past six years has not been able to make inroads into this position, but unlike many other Trusts, the position has not deteriorated.
32. The Trust has two modern hospitals, Pinderfields Hospital in Wakefield and Pontefract Hospital. Both are PFI hospitals that opened in 2010. The third hospital is Dewsbury and District Hospital, which will be the subject of investment over the life of this strategy to update the infrastructure, improve the ward environments and rationalise the site. All aspects of the estate, infrastructure and equipment will be continually reviewed to ensure that it is fit for purpose, safe and ensures that the patient care services can be delivered in the most effective and efficient way.
33. The Trust investment and replacement programmes are risk-based and deliver clinical and safety priorities.



### Trust Strategic Objectives

- 34. The refresh of the Striving for Excellence Strategy 2017-22 was driven by national and local challenges as well as the emerging opportunities all of which impact upon the Trust.
- 35. The Trust listened to staff, patients and partners and, as a result, has revised its Vision, Mission, and Strategic Objectives in 2016.
- 36. The strategy and objectives ensure that the Trust’s workforce has a clear understanding of the goals of the organisation. Actions and choices made by each member of the MYHT team will be aligned with the Trust’s vision and our six strategic objectives.

### Vision

To achieve an excellent patient experience each and every time

### Mission

To provide high quality healthcare services at home, in the community and in our hospitals, to improve the quality of people’s lives

### Strategic Objectives

- 1. Keep our patients safe at all times
- 2. Provide excellent patient experience that delivers expected outcomes
- 3. Be an excellent employer
- 4. Be a well-led and governed Trust with sound finances
- 5. Have effective partnerships that support better patient care
- 6. Provide excellent research, development and innovation opportunities

### Values

**CARING**

Ensure quality of care is at the heart of everything we do

<b>HIGH STANDARDS</b>	Take responsibility for providing the best services and best patient experience
<b>IMPROVING</b>	Celebrate our successes, learn continuously and improve
<b>RESPECT</b>	Work in partnerships with others

37. To ensure we deliver services that reflect our values, each value is supported by standards of behaviour which all members of the MYHT team are expected to maintain. These have been developed through consultation with staff mainly via the 'Big Conversation' process.

38. The list of the behaviours can be found in **Annex 2**.

### Overview of 'Striving for Excellence'



## Strategic Objectives 2017- 2022

39. The Trust has developed six strategic objectives for delivery during the life of this strategy. This section of the strategy describes what each strategic objective means and how we will know when we are achieving.

### Strategic Objective 1

#### Keep Our Patients Safe at All Times

**Patient safety is of paramount importance to the Trust. We are committed to keeping our patients safe at all times.**

40. **This means that the Trust will:**

- Eliminate avoidable harm to patients
- Ensure patients are safe in our care
- Ensure all staff understand their roles in keeping patients safe and are competent in doing so
- Ensure staff feel able to raise concerns and that they are swiftly responded to
- Ensure our environment and equipment is safe, functional, suitable, secure and clean
- Ensure we have effective quality governance arrangements
- Have a below average Hospital Standardised Mortality Rate (HSMR)
- Ensure we learn from experience to help us continuously improve

41. **The Trust will know that we are achieving our aim because:**

- We are compliant with national published or national Best Practice Standards. For example Fracture Neck of Femur and Stroke amongst others.
- We have systematic analysis of adverse events that lead to evidence lessons learned that are acted upon
- The annual PLACE audit demonstrates we provide services in a clean and safe environment that facilitates patients being cared for with compassion and dignity
- We are continuously improving our practices to deliver harm free care
- We are achieving reducing rates for, Sepsis, infections, falls, pressure ulcers
- There are zero never events as defined by NHS England

### Strategic Objective 2

#### Achieve excellent patient experience and deliver expected outcomes

**Achieving the Trust vision and mission means providing excellent patient experience to the people we serve, every time they encounter care we deliver.**

**42. This means that the Trust will:**

- Provide clinically effective treatment and care, which is delivered safely
- Provide services that are accessed with ease and in a timely manner
- Ensure patients have a positive experience of care at the Trust
- Ensure patients are actively engaged and understand their care, and our communication with them is excellent
- Listen and act upon feedback and evidence learning when things have gone wrong
- Use national data to support our ambition for striving for excellence
- Work in accordance with national guidelines and best practice where available
- Meet national clinical standards and best practices

**43. We will know that we are achieving our aim because:**

- Our friends and family test and patient experience survey results have improved
- We have a consistent record of improvement in performance trends
- We receive a significantly reduced number of formal complaints
- Staff attitude has been eliminated as a reason of an upheld complaint
- Our workforce recommends us as a place to receive care
- More patients choose MYHT ahead of other providers
- We are delivering care within national access standards especially within Emergency Care Standard and Referral to Treatment times
- We exceed NHS Constitution rights and pledges

### Strategic Objective 3

#### Be an excellent employer

**The Trust values its staff and aspires to be an excellent employer; one which people choose to join, want to stay and where they can develop their careers.**

**44. This means the Trust will:**

- Value our staff and their contribution
- Have effective clinical leadership
- Create the right conditions so that people want to work here and when they do, they choose to stay
- Support all staff to live by our values and behaviours
- Provide healthy and safe workplaces
- Invest and promote appropriate education, training, development and leadership opportunities for all staff
- Support staff to achieve their career ambitions

- Provide high quality clinical education and professional development that is valued by our student placements
- Be an equal opportunities employer

45. **We will know we are achieving because:**

- Rates of staff recommending MYHT as a place to work are greatly improved
- Staff turnover and sickness is greatly reduced
- The Trust has an external reputation for being a good place to work
- There is a choice of appointable candidates for posts within the Trust
- The number of appointments made from within the Trust increases (above entry level posts)
- The Trust vacancy rate is reduced, having a positive effect on reducing spending on agency staff
- We have improved the results we receive from all trainee feedback surveys and that we receive from our education partners
- Our people feel proud to work here and are eager to celebrate success
- Our workforce is representative of the community that we serve
- We have achieved the Investors in People Gold Standard

#### Strategic Objective 4

#### Be a well-led and governed Trust with sound finances

**MYHT is an NHS organisation with responsibility for providing best value for the use of the public's money. We will ensure that our leaders support our vision, share our values and behaviours and pledge to spend resources to meet our objectives.**

46. **This means that the Trust will:**

- Know our business and be flexible to change
- Invest in innovation and transformation which enables us to provide high quality care to patients
- Consistently comply with our regulators' standards
- Ensure there is a clear line of sight from 'ward to board' and manage and monitor issues effectively
- Consistently meet financial obligations
- Support all staff to understand their role in relation to the use of public resources and act responsibly to deliver best value
- Provide best value whilst improving patient care
- Ensure our Performance Management Framework is staff and patient-centric and provides foresight and actively supports us towards our Vision

47. **We will know we are achieving when:**

- Our patients achieve better outcomes as a result of innovation & transformation
- Our ranking on the Single Oversight Framework improves

- We recurrently meet our financial control totals and obligations
- We have a robust approach to business and financial planning which is considerate of the changing system environment
- CQC rate us as good or outstanding for being well-led
- The Trust has a reputation as a place where patients want to receive their care
- Our reference costs and weighted Average Unit Cost of Activity are less than 102%
- Our quality governance arrangements support year on year improvement in patient experience and outcomes.

### Strategic Objective 5

#### Have effective partnerships that support better patient care

**The direction of the NHS is to work collaboratively with other providers, Local Authorities and with commissioners for the benefit of the local population.**

**48. This means that the Trust will:**

- Work with other organisations to provide seamless patient care
- Have partnerships that will deliver efficiencies and sustainability
- Explore and adopt new models of care
- Be an active member of the West Yorkshire and Harrogate Health and Care Partnership workstreams to support the change and collaboration required
- Support and work with primary care to improve patient outcomes and experience
- Work with the third sector where and when it will enhance patient experience or support better patient outcomes
- Make a full contribution to West Yorkshire Alliance of Acute Trusts (WYAAT)
- Make a full contribution to the Health and Wellbeing Boards and the place based integrated systems to improve the health of the people of Mid Yorkshire

**49. The Trust will know we are achieving when:**

- Transformation, service improvements and efficiencies are realised through partnerships
- Patient outcomes and feedback improves within pathways where we are working in partnership
- The Trust is aware of partnership arrangements and collaboration and how they benefit patients
- Trust Board and Executive Directors regularly consider partnerships and collaboration opportunities
- The Trust receives positive feedback from Commissioners and Local Authorities about the way we work

## Strategic Objective 6

### Provide excellent Research, Development and Innovation Opportunities

**As a learning organisation, with three acute hospitals and vibrant community services, we are perfectly positioned to be actively involved in research, development and innovation opportunities. Enhancing our involvement in these will strengthen our offering to our patients and staff.**

**50. This means the Trust will:**

- Make it easy for staff to present ideas and innovations
- Support staff to realise ideas quickly and effectively
- Work with academic and healthcare organisations to explore and support appropriate research partnerships to improve our care
- Actively engage our patients and the public in delivering effective research and development projects
- Encourage a culture that promotes the development and engagement in research
- Develop funded research activity and grow research income

**51. We will know we are achieving because:**

- More staff are involved in funded research, development and innovation opportunities
- There is an increase in the number of staff suggestions for innovation that are received and evaluated
- Staff feel supported to develop their ideas and encouraged to be part of funded research opportunities
- We communicate our successes widely and celebrate those involved
- Income relating to Research and Development increases including NIHR
- The Trust is recognised for being a key provider of Research and Development in the Yorkshire and Humber region

### Enabling Strategies

52. The Trust has five crucial enabling strategies which are in place to underpin and support the delivery of this strategy

#### Enabling Strategies

- **Quality Improvement Strategy**
- **Workforce Strategy**
- **Digital Strategy**
- **Estates and Sustainability Strategy**
- **Research and Innovation Strategy**

## Trust

### Operating Plan

53. The Trust has an annual Operating Plan which describes the key objectives and work plan for the next two years. In effect this is the tactical plan to take the Trust ever closer to realising its vision and its strategic objectives. The Operating Plan is updated every 12 months.

### Conclusion

54. The Trust Striving for Excellence Strategy 2017-22 will be further reviewed in 2022 but continually assessed against its progress as measured through the delivery of the Operating Plan and the Strategy Scorecard as shown in **Annex 3**.
55. The Trust believes that the Striving for Excellence Strategy for 2017-22 is built upon a clear understanding of the needs, challenges and priorities of the people we serve and is based upon sound organisational knowledge. We have set out our specific strategic objectives and have a clear line of sight on how we intend to achieve its ambition:

***To achieve an excellent patient experience each and every time***

## Annex 1. How We Developed the Strategy

The MYHT strategy 'Striving for Excellence' was developed in close consultation with external stakeholders; patients and carers, clinical commissioning groups and local authorities and reflected the changes required to the Trust as part of the Acute reconfiguration of services.

In 2016 our Trust Board Members recognised a need to refresh, rather than recreate, the Striving for Excellence Strategy to reflect changes in the national NHS direction. Our strategy development process mirrors the seven stage framework for strategy development published by NHS Improvement; frame, diagnose, forecast, generate options, prioritise, deliver and evolve.

During the past 12 months, we have successfully delivered a programme of work incorporating a series of events across the Trust to engage staff in refreshing the organisations five year strategy and priorities.

As a direct result of these discussions, we have developed new Vision, Mission, Values and Behaviours. These engagement events, known as the Big Conversations, included 6 largescale events attended by over 400 staff from all disciplines and locations. The big conversations resulted in staff describing:

440 priorities/challenges comments  
63 vision statements  
1,000+ behaviours  
259 behaviour statements

The findings have provided the corner-stone for the refresh of the organisation's 5 year strategy: 'Striving for Excellence'; resulting in a strategy that better reflects the needs of our staff, patients and big changes within our wider economic environment which occurred since the strategy was first developed.

Following this a series of development sessions were held with Trust Board members, the Leadership Community Forum, Clinical Executive Group and the Executive Team to focus upon MYHT strategic objectives.

Key stages of our strategy development included:

- The collection and analysis of staff opinion
- Trust Board strategy development sessions.
- We formulated a strategy development support pack based on guidance from NHSI to enable our senior leaders to ensure the development of a strategy which responds to the needs, challenges and priorities of the people we serve, that they had sound knowledge of our clinical and financial performance, both current and how this has changed over time.
- Development sessions were held with the Clinical Executive Group and the Leaderships Community Forum to further develop the strategic objectives, to understand the necessary objectives to achieve these and how we will monitor progress.

The draft strategy was sent to external stakeholders as well as staff and staff side representatives to seek further comment and suggestions.

The Trust believes the resulting Striving for Excellence Strategy 2017-22 demonstrates a true understanding of our current position, the key priorities and objectives for improvement and describes how we will know when we have achieved.

## Annex 2. MY Values and Behaviours

### Caring

- I will avoid making assumptions and always treat people as individuals.
- I will make eye contact, smile and introduce myself with "Hello, my name is..."
- I will listen and welcome different opinions.
- I will put myself in the other person's shoes and take time to understand their needs.
- When I make a commitment, I do what I say I am going to do.
- I will aim to give the standard of care or service I would expect for myself or my relative and ask myself "would I be happy with this?"
- I will give time to people in distress or who need me.
- I will show genuine compassion to others by being kind and thoughtful

### Improving

- I will be responsive and adaptable to changing circumstances and new expectations.
- I appreciate learning can come from mistakes and I will take positive steps to change.
- I will continually reflect on my actions and take every opportunity to make improvements.
- I will work as part of a cohesive team, praise co-operation and value the views and contributions of others.
- I will learn from others, be receptive to new ideas and look elsewhere to see what works.
- I will speak up when I see or hear behaviour which does not reflect the Trust values.
- I will help seek opportunities to improve and take part in the way it is done.
- I will encourage creativity and support new ideas by suspending judgement until all the benefits and risks have been fully explored.

### Respect

- I will protect the privacy and dignity of patients, service users and colleagues.
- I value the opinions of others and show consideration for their feelings.
- I will take the time to listen to others and consider their perspective, even if it is different to my own.
- I will treat people as individuals, taking into account their personal circumstances.
- I will listen, check my understanding and act with fairness, honesty and consistency.
- I will show appreciation by saying thank you for work well done.
- I will respect the confidential nature of information.
- I will strive to develop insights into how I impact on others, accepting and acting on feedback.

### High Standards

- I will strive to do things right first time, every time.
- I will speak up about and report any concerns I have.
- I will support and encourage others in the team.

- I will make first impressions count by being professional in my appearance, communication, body language and attitude.
- I will recognise, praise and celebrate a job well done.
- I will commit to continuing my development, learning new skills and sharing knowledge.
- I will take responsibility for my actions.
- I welcome feedback.

Annex 3: Strategic Scorecard

## Striving for Excellence : Strategic Scorecard

1	Keeping Our Patients Safe	16/17 Actual	17/18 Target	18/19 Target	19/20 Target	20/21 Target	21/22 Target
1.1	% Achievement of Hip Fracture Best Practice	41.63%	60%	70%	80%	90%	100%
1.2	Stroke care: SSNAP overall level and score	C (68)	C	B	B	A	A
1.3	Achieved 100% of actions in agreed action plan following RCA	New metric	benchmarking audit	100%	100%	100%	100%
1.4	NHS Safety Thermometer: new harm	2.16%	≤1.73%	≤1.30%	≤0.86%	≤0.43%	≤0.00%
1.5	Never events (annual)	4	0	0	0	0	0
1.6	Reduce patient safety incidents that are harmful (trust level)	28.9% YTD	≤29%	≤22%	≤15%	≤8%	0%

1.7	To achieve or exceed national average for PLACE based audit in 8/8 of the evaluated domains	1/8	2/8	3/8	6/8	7/8	8/8
1.8	Ensure ≥90% of patients in ED meet the screening criteria screened for sepsis	16/17 85%	≥90%	≥93%	≥95%	≥98%	100%
1.9	Ensure patients in acute inpatient settings meet screening criteria screened for sepsis ≥90%	16/17 98%	≥99%	≥99.5%	≥100%	≥100%	≥100%
1.10	Improve the percentage of patients who were found to have sepsis in ED / or inpatient settings received IV antibiotics within 1 hour	21% in 16/17	≥90%	≥92.5%	≥95%	≥97.5	100%
1.11	Reduce the number of Trust attributable MRSA infection cases	1	0	0	0	0	0
1.12	Reduce the number of Trust attributable C. difficile infection cases - rate per 100,000 occupied bed days	13.5	≤ 8.3	≤ 7.5	≤ 6.7	≤ 5.9	≤ 5.3
1.13	Reduce the number of Falls: rate of patient falls resulting in harm per 1,000 bed days	1.89 YTD (IPR)	1.7	1.53	1.37	1.23	1.1

1.14	Reduce instances of Trust acquired Pressure ulcers: (category 2-4) per 1,000 bed days	5.23 YTD	4.7	4.23	3.8	3.42	3.07
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Removed November 17 as metric was changes at national level. This remains a Quality Account priority

2	Provide excellent patient experience that delivers expected outcomes	16/17 Actual	17/18 Target	18/19 Target	19/20 Target	20/21 Target	21/22 Target
2.1	Improve Patient Friends and Family Test (FFT): IP, A&E, Maternity and community - those who would Recommend. Combined target	95.80%	≥93.3%	≥95%	≥96%	97%	98%
2.2	Significantly reduced number of formal complaints	1620	≤ 1458	≤ 1312	≤ 1181	≤ 1063	≤ 957
2.3	Staff attitude will be eliminated as a reason of an upheld complaint	146	≤116	≤86	≤56	≤26	0
2.4	Our workforce recommends us as a place to receive care	57% YTD	≥65%	≥70.7%	≥76.5%	≥83%	≥88%

2.5	Deliver care within national access standards: Referral to Treatment times	80.8%	87%	90%	92%	93%	94%
2.6	Deliver care within national access standards: ERS $\geq$ 95% seen, treated and discharged /or admitted within 4 hours	83.5% YTD	90%	95%	96%	97%	97%
2.7	Deliver care within national access standards: Number of Cancer targets achieved	5 out of 8	8	8	8	8	8
<b>3</b>	<b>Be an excellent employer</b>	<b>16/17 Actual</b>	<b>17/18 Target</b>	<b>18/19 Target</b>	<b>19/20 Target</b>	<b>20/21 Target</b>	<b>21/22 Target</b>
3.1	Increase the number of staff who, in the Staff Friends and Family Test: recommend MYHT as a place to work	48%	52%	60%	68%	76%	84%
3.2	Reduce Trust-wide sickness rates	Sickness 5.1%	4.80%	4.60%	4.40%	4.20%	3.98%
3.3	Reduce Trust-wide turnover rates	11.5%	12%	11.5%	11%	10.5%	10%

Metric changed nationally and therefore no longer recorded at Trust level - the replacement is a TN metric Decision to Admit

3.4	There is a choice of appointable candidates for posts within the Trust	new metric	Baseline	tbc	tbc	tbc	tbc	Data was not routinely available
3.5	The number of appointments made from within the Trust increases (above entry level posts)	new metric	Baseline	tbc	tbc	tbc	tbc	Data was not routinely available
3.6	Reduce Vacancy Rate	Vacancy rate (excl. junior doctors) 11.2%	9%	7%	6%	5%	5%	
3.7	Reduce spending on agency staff	£30.459M	£22.891M	£22.891M	tbc	target changed to £1.49M per month	tbc	
3.8	Trust will achieve Investors In People accreditation	new metric	IIP accreditation	Bronze	Silver	Silver	Gold	
	Additional Target: Increase the representation of BAME Clinical staff at Band 3 and Band 6							new metric added 18/19
<b>4</b>	<b>Be a well-led and governed Trust with sound finances</b>	<b>16/17 Actual</b>	<b>17/18 Target</b>	<b>18/19 Target</b>	<b>19/20 Target</b>	<b>20/21 Target</b>	<b>21/22 Target</b>	

4.1	Our ranking on the Single Oversight Framework improves	3	3	3	3	2	2
4.2	We recurrently meet our financial control totals and obligations	not achieved	Achieved	Achieved	Achieved	Achieved	Achieved
4.3	CQC rate us as good or outstanding for being well-led	Requires Improvement	Requires Improvement	Good	Good	Good	Out-standing
4.4	Average Unit Cost of Activity <102%	101	100	99	98	97	96
<b>5</b>	<b>Have effective partnerships that support better patient care</b>	All metrics are qualitative and included in the Qualitative Report					
<b>6</b>	<b>Provide excellent Research, Development and Innovation Opportunities</b>	<b>16/17 Actual</b>	<b>17/18 Target</b>	<b>18/19 Target</b>	<b>19/20 Target</b>	<b>20/21 Target</b>	<b>21/22 Target</b>
6.1	Patients recruited to participate in research approved by a research ethics committee and adopted onto the National Institute for Health Research portfolio.	1954	1473	1547	1624	1705	1790

6.2	Number of principal investigators	85	94	99	104	109	114
6.3	Innovation - number of applicants into regional Medipex Innovation Award	0	1	2	3	4	5
6.4	Number of RPIWs taking place	new metric	16	38	tbc	tbc	tbc
6.5	Number of papers and publications from MYHT published	82	90	99	110	121	142