

Vision	<p>Our vision is to improve the health and quality of life of our diverse population by building an organisation that; Excels in quality, safety, patient experience, research, innovation and teaching; Attracts, develops and retains great people; Is recognised internationally as a leading healthcare provider</p>							
	<p>Examples of key priorities for 2019/20 by Corporate Departments, Hospital or Managed Clinical Service (MCS)</p>							
Strategic Aim	Corporate Departments	Royal Manchester Children's Hospital (RMCH)	St Mary's Hospital (SMH)	Wythenshawe, Trafford, Withington & Altrincham Hospitals (WTWA)	Manchester Royal Infirmary (MRI)	Manchester Royal Eye Hospital (MREH)	University Dental Hospital of Manchester (UDHM)	Clinical Scientific Services (CSS)
<p>To improve patient safety, clinical quality and outcomes</p>	<p>Implement electronic patient record systems for community services and Sexual Assault Referral Centre Revise and relaunch consent process Prepare for Electronic Patient Record (go live Sept 2022)</p>	<p>Improve response to acutely ill and deteriorating child Implement systems to support nurse staffing and longer-term workforce modelling</p>	<p>Maintain low infection rates Implement Postgraduate Medical Education action plan</p>	<p>Implement new Trust-wide Safe Surgery Policy Embed safe Infection Prevention and Control (IPC) working practice.</p>	<p>Strengthen infection prevention and control Ensure full compliance with national requirements for major trauma centres</p>	<p>Increase medical capacity in the form of consultant posts Decrease risk of 'lost to follow up'</p>	<p>Be national leader in relation to patient safety Continue to develop 'Mouth Care Matters' across the Trust</p>	<p>Achieve 14-day turnaround for CT and MRI scans for patients on suspected cancer pathway at Oxford Road Campus (ORC)</p>
<p>To improve the experience of patients, carers and their families</p>	<p>Implement outpatient transformation programme Support consistent implementation of standards for patients with Learning Disabilities across the Hospitals/MCS</p>	<p>All wards to actively participate in a quality improvement journey Further embed the 'What Matters to Me' process across RMCH MCS Review of North West Operational Delivery Networks with commissioners, clinical leads, patients and families</p>	<p>Reduce waiting times within the Emergency Gynaecology Unit Reduce inpatient waiting times</p>	<p>Review outpatient appointments to ensure care is delivered in the best setting Reduce last minute cancelled appointments</p>	<p>Improve outpatient experience Improve inpatient care pathways</p>	<p>Implement Outpatient and Theatre Improvement Programme to improve utilisation, increase efficiency and improve the patient experience</p>	<p>Improve waiting time position in relation to Orthodontics and Paediatrics Maintain an 'Outstanding' Accreditation status across the entire hospital</p>	<p>Resolve complaints within agreed timeframe Engagement with Patient Advice & Liaison Service (PALS) to actively manage the complaints process</p>
<p>To develop our workforce enabling each member of staff to reach their full potential</p>	<p>Pilot internal transfer initiative to encourage staff development and retain existing workforce Run a 'removing barriers' programme to increase the number of BME staff in leadership positions across the Trust</p>	<p>Develop RMCH workforce strategy that is aligned with the Trust's Workforce, Leadership and Culture strategy for delivery over the next 5 years Improve team working, workplace experience and retention of staff over the next 5 years</p>	<p>Utilise Affina to facilitate leadership development programmes Present Saint Mary's MCS as an employer of choice</p>	<p>Build leadership and management capability Improve recruitment and retention to key staff groups</p>	<p>Increase nurse staffing levels with improved retention Improve staff engagement within the hospital</p>	<p>Increase staff engagement and promote a positive, proactive culture Create extended roles able to support clinical activity previously undertaken by medical staff</p>	<p>Maintain staff engagement and promoting a positive culture Develop a workforce strategy that takes advantage of the apprenticeship levy</p>	<p>Launch and champion new appraisal system Continually improve the wellbeing of the CSS staff</p>
<p>To develop single services that build on the best from across all our hospitals</p>	<p>Complete Clinical Service Strategy Programme to deliver 5 year plans for patient services Support 'Improving Specialist Care' (ISC) across Greater Manchester</p>	<p>Expand the RMCH Accident & Emergency department Implement intra-operative MRI equipment Develop care models for children across the Trust</p>	<p>Deliver service provider consolidation as part of the development of the North West Genomics Laboratory Hub Achieve Maternity Incentive Scheme standards</p>	<p>Implement GM wide changes including Urology, Breast, Healthier Together, Orthoplastics and Lung Screening Establish revised governance arrangements for service integration between MRI & WTWA High level phasing plan agreed for Healthier Together, PTIP and Clinical Service Strategy moves</p>	<p>Effectively deliver the MRI capital programme</p>	<p>Develop 5-year strategy to achieve the MREH vision Work in partnership with commissioners and peers in Greater Manchester</p>	<p>Develop business case for a new hospital and school, and interim measures to mitigate estate and equipment risks Work in partnership with commissioners and peers in Greater Manchester and develop referral criteria for UDHM</p>	<p>Introduce chimeric antigen receptor T-cell therapy (CAR-T) and gene therapy technologies Continue integration of services</p>
<p>To develop our research portfolio and deliver cutting edge care to patients</p>	<p>Develop Research & Innovation strategy aligned with the University of Manchester Increase capacity for recruitment to breast cancer trials</p>	<p>Develop RMCH / MCS Research and Innovation Strategy</p>	<p>Develop MCS Research Oversight Committee Develop MCS annual research plan</p>	<p>Implement Nursing, Midwifery and Allied Health Professions' Research strategy Development of Manchester Cardiac MR Imaging Programme with University of Manchester and British Heart Foundation</p>	<p>Create an MRI research identity Establish an integrated approach to Informatics and service transformation within MRI</p>	<p>Develop a Research Oversight Committee for MREH Identify wider opportunities for commercial partnerships</p>	<p>Develop a Research Oversight Committee for MREH Identify wider opportunities for commercial partnerships</p>	<p>Bring together oversight and co-ordination of research across the School and the Hospital Agree a joint research plan, covering academic and commercial research</p>
<p>To complete the creation of a Single Hospital Service for Manchester</p>	<p>Develop Business Case for acquisition of North Manchester General Hospital (NMGH) Develop Post Transaction Integration Plan (PTIP) for acquisition of NMGH Undertake Due Diligence on the proposed acquisition of NMGH</p>							
<p>To achieve financial sustainability</p>	<p>Pilot more autonomous procurement support model Deliver attraction strategy to recruit in high risk areas Deliver workforce technology plan to improve efficiency in use of workforce</p>							