

Patient First is the Trust's strategy, but not everyone knows what it means for them. This beginner's guide offers an explanation.

Do you know how what you do affects how the Trust performs? Do you understand how you can make improvements and be supported by your manager and team? If you answered yes to both questions, you've probably heard of Patient First. If your answer was "no", read on!

Patient First is the Trust's strategy. Developed by the Executive Team based on a similar, successful strategy used at Western, it identifies the priorities for improvement and starts to put them into some order.



The Patient

Arranged in a triangle, the Patient is at the apex or, put another way, the patient is the point! Putting our patients first makes clear the commitment that everything we do, no matter how large or small, should always contribute to improving outcomes and experiences for the people we care for in our hospitals.

Our values

Underneath the patient are our Trust values. These are common sense values, but it never hurts to reiterate them. Our values are: Kindness and understanding, fairness and transparency and working together and excellence. They describe the way we should treat each other and our patients.



Strategic Themes

All our improvement efforts and projects fall under one of our four strategic themes:

- **Our people** – our workforce, including recruitment, culture and wellbeing
- **Quality** – the quality of the care we provide for patients
- **Sustainability** – keeping our finances in order and making lasting improvements
- **Systems and Partnerships** – how we work as a whole organisation and with other health and social care providers

Strong Foundations

At the bottom of the triangle are the foundations that support the rest of our improvement efforts, they include the development of our new hospital (3Ts) and our participation in the Sustainability and Transformation Partnership (STP).



What does it mean for me?

Ok, I hear you say, but what does this mean for me? Well, firstly, we need to understand our objectives. We have set ambitious three to five-year objectives. These are our “True North” objectives, so called because they are our direction of travel and our guiding star. If we keep working towards our True North, we end up where we want to be. There are seven True North objectives:

- ✓ **Patients** – achieve an overall score of over 96% in the Friends and Family Test
- ✓ **Sustainability** – balance the books and achieve break even
- ✓ **People** – achieve a staff engagement score in the top 20% in the country in the Staff Survey
- ✓ **Quality** – achieve top 20% position in Hospital Standardised Mortality Ratio (HSMR)
- ✓ **Quality** – achieve 99% harm free care
- ✓ **Systems and Partnerships** – 95% of patients in A&E wait less than four hours
- ✓ **Systems and Partnerships** – 92% of patients wait less than 18 weeks from referral to treatment (RTT)

Breaking it down

These long term objectives are broken down into annual objectives. These are our Breakthrough Objectives.

True North Domain	Breakthrough Objective	Metric	Outcome	Executive Lead
Patient	Reduction in complaints where staff attitude is cited as an issue	Number of complaints relating to staff attitude	Reduced number of complaints	Nicola Ranger (Chief Nursing Officer)
Sustainability	Achieve the Efficiency plan for 2018/19	4% Savings vs Planned Budget	Control Total for 2018/19 achieved	Karen Geoghegan (Chief Financial Officer)
People	Staff believe that Care is the top priority for the organisation	Increase in % staff agreeing “Care is the Top Priority”	Engaged staff measured through the Staff Survey results	Denise Farmer (Chief Workforce Officer)
Quality	Improvement in recognition and response to deteriorating patients	Met call rate per 1000 bed days	50% reduction in patient deterioration incidents	George Findlay (Chief Medical Officer)
Systems & Partnerships	Reduction in the numbers of patients waiting >4hrs in A&E who are not admitted	75% decrease in the numbers of non-admitted breaches	Sustainably achieve >90% A&E 4hr target	Pete Landstrom (Chief Delivery Officer)
Systems & Partnerships	Ensure no patients wait over 52 weeks for elective treatments	0 x 52 week RTT breaches	Reduction in harm and improvement in % 18wk RTT compliance	Pete Landstrom (Chief Delivery Officer)

Your department’s contribution

Chances are, these objectives still don’t seem that relevant to you, although hopefully why we’re focusing on them makes sense.

For your department’s contribution, you’ll need to speak to your line manager. Each Division and Directorate has its own plans for helping the Trust achieve its objectives. The leadership teams have spent a lot of time with the Executive Team identifying the changes that can make the biggest difference and have been tasked with communicating the objectives to you. If you haven’t heard already, just ask.

Each month, your manager will communicate Trust Brief, which includes an update on how the whole Trust is performing against its objectives and the progress your division is making. This is a great opportunity for you to find out more about how you can get involved in driving improvements and putting our Patients First.