

## Proposed Corporate Objectives 2025/26

Objective	Objective theme(s) ...	Description of what we will do...	How we will measure success...
<p><b>1) <i>Develop our culture so that it is inclusive with our people feeling a strong sense of belonging.</i></b></p>	<p>Increase staff satisfaction and engagement across all staff groups in an equitable way.</p>	<p>We will continue to focus on embedding an inclusive leadership approach across our teams which promotes inclusion and belonging for all of our people.</p> <p>Continued focus on staff retention and developing clear career and training/development pathways for all staff.</p> <p>Maintain a focus on staff support and welfare.</p>	<ul style="list-style-type: none"> <li>• Key performance indicators of the Workforce plan.</li> <li>• Pulse and National staff survey results.</li> </ul>
	<p>Begin to address health inequality in the patient groups that we treat.</p>	<p>Undertake a diagnostic exercise to understand the inherent Health Inequalities in the patient groups that we treat, including a review of segmented data at an ethnicity, gender and socio-economic level.</p> <p>Formulate a plan of targeted interventions to address inequalities in access at source, focusing in the first instance on under-representation in our patient groups.</p> <p>Develop the monitoring and governance processes for health inequalities.</p> <p>Use the development of the Trust's five year strategy 2026/31 to engage with communities which are under-represented.</p>	<ul style="list-style-type: none"> <li>• Insights piece commissioned comparing the demographic of referrals to the demographics of disease prevalence for the patient groups that we treat.</li> <li>• First year outcomes of agreed plan achieved with 4-5 high impact interventions to encourage referrals from under-represented groups.</li> <li>• Focus on out-reach engagement within the strategy development.</li> <li>• Diversity of recruitment into research trials increased. KPI</li> </ul>

		Encourage participation in research amongst under-represented groups so as to ensure that tomorrow's treatments are tailored to all sections of society.	indicating/tracking ethnicity data of participants.
<b>2) Get the basics right and deliver our commitments to the Operating Plan Guidance 2025-26</b>	<p>Improve access and reduce waiting times for our patients.</p> <p>Return to compliance with statutory standards on RTT and Cancer.</p>	<p>Reduce the overall size of the waiting list across all three specialities.</p> <p>In keeping with the requirements of the Elective Care Transformation guidance develop an elective recovery plan to return to compliance against the elective care standards by 2029.</p> <p>Deliver year 1 of the elective recovery plan so that performance delivers or exceeds our recovery milestones.</p>	<ul style="list-style-type: none"> <li>• 10% reduction in the overall waiting list at an aggregate and speciality level.</li> <li>• 10% improvement in RTT performance.</li> <li>• Return to full compliance of the national cancer standards in year.</li> <li>• Return to full compliance of the national RTT standards by 2029 by delivering the year 1 recovery in our plan.</li> </ul>
	<p>Financial sustainability (inc Commercial strategy and PP)</p>	<p>Develop and deliver operational plans that deliver a break-even or better financial position for the year, while supporting high quality care.</p> <p>Develop a Commercial Strategy with incorporates our strategy to exploit our Private Patient potential.</p> <p>Align investment decisions with our strategical intent while ensuring best value for money for public pound.</p>	<ul style="list-style-type: none"> <li>• Year end financial performance delivered to plan.</li> <li>• Commercial and Private Patient strategy defined, approved by Board and enacted.</li> <li>• Discretionary expenditure clearly aligned to strategy delivery.</li> </ul>

	<p>Sustain the high quality and experience of our patients, families and carers.</p>	<p>Address the incidence in surgical site infections so that prevalence is reduced to the national benchmark.</p> <p>Maintain high levels of patient satisfaction while improving response rates.</p> <p>Launch and embed a culture of Continuous Improvement in line with NHS Impact.</p> <p>Raise awareness of the 2024 CQC assessment framework across the Board and all staff groups.</p> <p>Assess compliance with the CQC framework and assemble supporting evidence.</p>	<ul style="list-style-type: none"> <li>• SSI rates reduced to national benchmark.</li> <li>• Patient satisfaction to exceed 80%.</li> <li>• Patient response to satisfaction surveys to exceed 50%.</li> <li>• Continuous Improvement approach launched and embedded.</li> <li>• Board and staff awareness training delivered. KPI to indicate % of awareness training completed.</li> <li>• All departments/areas to complete self assessment tool for CQC readiness.</li> <li>• Launch ward/department accreditation programme that includes an in-depth peer review of self assessment. KPI number of peer reviews/ accreditations completed in year.</li> <li>• Sufficient evidence assembled including relevant improvement</li> </ul>
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		Early identification of potential or actual harm of patients on our waiting lists.	<p>actions to give assurance that the Trust remains Outstanding.</p> <ul style="list-style-type: none"> <li>• Embed process of harm reviews</li> </ul>
	Contribute to NHS Net Zero	<p>Develop the delivery plan that will sit underneath our Sustainability Strategy. Increase engagement and ownership of our environmental responsibilities amongst clinical teams.</p> <p>Engage and work with the Integrated Care System Sustainability team, to share best practice opportunities.</p>	<ul style="list-style-type: none"> <li>• Delivery plan developed and year 1 of the plan delivered.</li> <li>• Measurement metrics agreed and data captured.</li> <li>• Three material clinical schemes developed and delivered.</li> <li>• Active participation and engagement at a system level.</li> </ul>
<b>3) <i>Optimise our added value through progression of our strategic objectives.</i></b>	Trust Strategy 2026/31	Develop our Trust strategy for the next five years, firmly rooted in the national context but informed by material engagement with current and potential service users, staff and external stakeholders.	<ul style="list-style-type: none"> <li>• Trust five-year Strategy developed and approved.</li> <li>• Board set and owned strategic direction.</li> <li>• Insights obtained from patients and under-represented groups with conditions that we treat, through engagement, that have informed the strategy.</li> <li>• Insights obtained from staff and external stakeholders, that have informed the strategy.</li> </ul>

			<ul style="list-style-type: none"> <li>Operational planning for 2026-27 developed as the year 1 delivery plan of the Five-year Strategy.</li> </ul>
	NEXUS (EPR replacement) programme	<p>Progress the NEXUS Programme in line with the project plan, completing the procurement and development of the Full Business Case stages.</p> <p>Develop the benefits realisation plans to address the affordability of the Board's preferred campus-wide solution.</p>	<ul style="list-style-type: none"> <li>Procurement completed on time and without commercial challenge.</li> <li>High quality Full Business Case completed and presented for approval.</li> <li>Full sign-off and ownership of the Executive leads and business benefit owners to the benefits realisation plan.</li> </ul>
	Partnership with system partners	<p>Develop our partnership working with CUH and NWAFT with a view to shared ownership of clinical pathways that minimise delays for patients.</p> <p>Work with Campus partners to add value rather than duplicate functions and impact of the Biomedical campus.</p> <p>Maintain and develop existing commercial partnerships and horizon scan for new opportunities to work with industry related to the Lifescience agenda.</p>	<ul style="list-style-type: none"> <li>Provider Collaborative established and improvements to clinical pathways identified and implemented.</li> <li>Three new joint positions developed.</li> <li>Material contribution to Biomedical Campus working as recognised through CBC Ltd.</li> <li>Two to three industry partnerships live and productive.</li> </ul>

			<ul style="list-style-type: none"> <li>• Delivery of joint education training and professional developments.</li> </ul>
	<p>Research and Innovation.</p>	<p>Develop an Innovation strategy which pulls innovation together as a single function within the organisation with an agreed approach on how we will encourage, support and evaluate innovation opportunities.</p> <p>Build on the preceding year's success of the CRF to deliver a stretching in year plan.</p> <p>Develop insights into what might encourage greater diversity in recruitment to research studies and develop a plan to broaden participation.</p>	<ul style="list-style-type: none"> <li>• Innovation Strategy developed and an implantation plan agreed.</li> <li>• Year 2 of the CRF delivery plan achieved.</li> <li>• Diversity of recruitment into research trials increased.</li> <li>• Further develop non-medical research capacity and capability in line with AHP and nursing visions. KPI – number of chief nurse internships, appoint to 0.5 WTE non-medical post to grow capability. KPI – presentations publications</li> </ul>