

Simple guides

Mission, vision, strategy and values

We have a Trust strategy that defines our vision (what we want to achieve), our goals and objectives (how we will achieve it) and values (how it will be delivered) for the period 2014 to 2019.

Our purpose

Our vision is Best Care for Everyone and should guide all of us whether we are involved in the direct delivery of patient care or in supporting people and teams to deliver patient care.

In this guide:

- › Why have a mission, vision, strategy and values?
- › What is our mission, vision, strategy and values?
- › How can I influence each of these?
- › How do I find out how we are doing against our mission, vision, strategy & values?



Why do we have a strategy?

We need a strategy to define how as part of an Integrated Care System, we as a Trust plan to respond to national, regional and local changes and challenges.

For example, at a national level, how we will deliver the standards defined by the Department of Health & Social Care in documents such as the NHS Constitution and the Five Year Forward View.

At a regional level, how we will work with our partners to improve how health and social care is delivered across Gloucestershire to respond to the challenges of a growing and ageing population and how we

will ensure our patients and citizens are able to benefit from latest developments in digital health, drug treatments, care pathways and self-care.

At a local level we need to define our Trust strengths, weaknesses, opportunities and threats and combine these with national and regional priorities to define our strategic objectives, typically for the next five year period.

What is our mission, vision, strategy and values?

We have a Trust strategy that defines our mission (why we exist), our vision (what we want to achieve), our goals and objectives (how we will achieve it) and values (how it will be delivered) for the period 2014 to 2019.

What we want to achieve

Our vision is Best Care for Everyone and should guide all of us whether we are involved in the direct delivery of patient care or in supporting people and teams to deliver patient care.

We should ask ourselves if we are delivering the Best Care For Everyone when we are talking to patients and their families, planning and providing clinical treatment, making decisions and recruiting new people.

How we will achieve it

Our strategic goals and objectives are grouped into four themes: Our Patients, Our Staff, Our Services, Our Organisation. Read about this [on the intranet](#).

Example objectives include:

- Our Patients: To be rated outstanding in the domain of Caring by the CQC
- Our Staff: To have trained 900 bronze, 70 silver and 45 gold quality improvement coaches
- Our Services: To have rolled out Getting it Right First Time Standards across the target specialities
- Our Organisation: To be in the top 25% of Trusts for efficiency

These strategic objectives are used to inform a range of [supporting strategies](#), for example workforce, estates, IT and communications.

How the mission, vision, strategy and values will be delivered

Our values underpin everything we do and describe the way we expect our staff to behave towards our patients, families and carers and between each other.

We have six values, with a particular focus on the first three:



The six values

- › **Listening**, patients said: "Please acknowledge me, even if you can't help me right now. Show me that you know that I'm here."
- › **Excelling**, patients said: "Don't just do what you have to, take the next step and go the extra mile."
- › **Caring**, patients said: "Show me that you care about me as an individual. Talk to me, not about me. Look at me when you talk to me."
- › **Helping**, patients said: "Please ask me if everything is alright and if it isn't, be willing to help me."
- › **Improving**, patients said: "I expect you to know what you're doing and be good at it."
- › **Uniting**, patients said: "Be proud of each other and the care you all provide."

How do I find out how we are doing against our mission, vision, strategy and values?

Progress against our strategic objectives is reported bi-monthly to Trust Board using our Board Assurance Framework (BAF).

The BAF uses a red, amber, green key to highlight progress against plan, summarises key achievements to date and any mitigating action required. The BAF is [available here](#) and any member of staff is welcome to attend our Trust Board meetings to hear first-hand how we are performing.

Our Operational Plan, produced in March each year, also includes a review of the progress the Trust has made against its strategic objectives and is available on [our intranet](#).

How can I influence our strategy?

We are entering the last year of our current Trust Strategy (2014-2019).

Our vision (Best Care for Everyone) and focus on three values (listening, excelling & caring) will remain unchanged, but we need to refresh our goals and strategic objectives for 2020 – 2025 and want to take a more inclusive approach in developing these.

You are hopefully familiar with the phrase Journey to Outstanding. From discussions with staff around how to achieve outstanding in the caring CQC domain by April 2019, it became clear people want to go further, faster...

If Best Care for Everyone is the vision, Journey to Outstanding is the transformation programme that will get us there.

Divisions, specialties and services have been provided with materials to help start the development of our refreshed strategy initially focusing on:

1. Defining Outstanding:

- › What will providing an outstanding service mean for your patients (or customers if you are a support function)?
- › What will working in an outstanding service look and feel like to you?
- › What will it take for you to be considered an outstanding member of staff?

2. Defining your Outstanding:

- › Tell us about your journey - what do you want to achieve as a team?
- › How will you know you are there – what metric will you use to track progress and evidence achievement?
- › What support do you need to get there – what does the Journey to Outstanding programme need to provide?

Divisions are charged with collating and prioritising the outcome of these discussions by the end of September so they can be collated at Trust level.

If you have not yet had a Journey to Outstanding discussion with your team, please ask your line manager when this will take place.

This is just the start of the process for refreshing the strategy, there will be further opportunity to comment on the themes and priorities in November 2018.

