# Golden Jubilee Foundation Strategy Development

# Introduction

The purpose of this paper is to outline an approach to developing a 3-5 year strategy with 6-8 strategic aims that will underpin the Golden Jubilee’s vision of ‘Leading Quality, Research and Innovation’. The intent is to provide an overarching strategy that encompasses and aligns existing strategies and plans for the component parts of the foundation.

A set of corporate measures will also be developed to track progress against the strategic aims, recognising that there are existing metrics that could be used but that additional measures may need to be developed.

Figure 1.1 illustrates what the output of this development process may look like. It is important to note that the aims and measures depicted are for illustration only and the process detailed below will be used to develop the actual aims and measures with the senior management team and the Board.

# Background

The Golden Jubilee has a clear vision – ‘Leading Quality, Research and Innovation’ which remains relevant. There are also a number of existing strategies and plans that have been developed for different parts of the organisation such as Orthopaedics, Opthalmology and the Conference Hotel. However, there is not a current overarching strategy for the organisation.

During 2017, workshops were run with the Senior Management Team to review plans and strategies in order to synthesise these into an organisational approach to strategic planning. The summarised outputs of this work are given in the appendix and form a good basis on which to develop an overarching strategy. The outputs show that there are clearly understood development plans for each part of the organisation for example in orthopaedics:

**By 2025 we will be recognised internationally as an Elective Arthroplasty Centre of Research and Excellence**

* Our Revision Arthroplasty Strategy will support us in becoming the lead revision unit for NHSScotland undertaking complex revisions for patients from across NHSScotland by 2022
* We will continue to explore innovative ways of delivering our service:
  + Our telehealth links support person centred care for patients in remote and rural locations; and we will extend our use of these links for initial consultations and follow up appointments for orthopaedic patients.
  + We will continue to develop and enhance this service and enhance this through the patient portal implementation
  + Explore how technology can enhance our surgical service and patient outcomes for example through robot assisted surgery.
* We will continue as the largest elective orthopaedic service in NHSScotland supporting territorial boards in managing the increasing demand for this type of surgery
* redesigned patient pathways will improve patient experience, lower waiting times and provide highly effective care

However, there is an opportunity to develop overarching strategic aims that each part of the organisation can align their plans to. By developing corporate measures for these aims or agreeing use of existing measures as corporate measures it should be possible to express the impact and outcome of delivering the collective organisational plans and therefore the strategic aims. It may also aid the alignment of divisional/departmental plans with the overarching strategic aims.

# Strategy Development Plan

## Process

It is proposed that workshops with the executive team, senior management team and the Board are conducted during 2018 with the intent to deliver a Strategy for the Board to approve in December 2018. Consideration will also be given to holding speciality specific events to improve broader clinical engagement.

During this process the existing 5 year plans for different parts of the organisation will be reviewed and refined if necessary. This will lead in to and inform the annual operational plan development process so that the Board has:

* An agreed Strategy
* 5 year plans outlining delivery against strategic aims
* An annual plan detailing priorities for 2019/2020

## Timelines

The timeline for the process is shown below:

|  |  |
| --- | --- |
| June –August 2018 | * Executive Team session * Preparation time including awareness raising of process with key staff groups |
| September 2018 | * 2 Workshops with Senior Management Team * Board Workshop |
| October – November 2018 | * 5 year plan review and refinement * Drafting of strategy and 5 year plan * Approval by Senior Management Team |
| December 2018 | * Board Approval |
| December 2018 –March 2019 | * Annual Plan Development (linking explicitly with the Annual Operational Plan) |

## Approval

The draft strategy and 5 year plan will be reviewed and approved by the executive team and senior management team before presentation and approval by the Board in December 2018

**Mission**

Deliver safe, effective and person-centred care

**AIMS**

**RESULTS**

# Appendix

## Outputs of Strategic Planning Workshops 2017

**Orthopaedics**

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**Ophthalmology**

**By 2025 we will be the lead providers of cataract surgery across Scotland, deploying an innovative surgical model at the expanded Golden Jubilee Hospital**

* The design of our new purpose built ophthalmology unit incorporates best practice an innovative designs to create an optimal staff and patient experience, using the latest technology
  + this will involve development of the best surgical model, including innovative techniques, and consideration of the best of environments, workforce model and applications of eHealth
* We will respond to changing patient needs in ophthalmology services across NHSScotland
* as a national centre we will consider travel implications for patients and staff and will work with referring Health Boards to simplify the patient journey as much as possible, both geographically and administratively
* As part of the SG elective centres programme our new ways of working will be available to roll out to any site across Scotland

**ehealth**

**Our ehealth systems will allow us to better support our patients’ health and wellbeing through greater use of digital technology**

* + we will implement an electronic patient record to support sharing and accessibility of patient information to all stakeholders to support patient decision making
  + we will explore the opportunities provided by health analytics to improve health intelligence and enable us to drive innovation in service delivery
  + our ehealth strategy will deliver a service that is
    - agile and keeps pace with service needs
* responsive, delivers and informs
* analytical, predictive and understands data to inform decisions
* supports patients to be more actively involved in self-management of their care

**Diagnostic services**

**By 2025 we will provide a high quality and effective diagnostic service, delivering the right test at the right time**

* we will expand our imaging and diagnostic services and consider options for innovation in service provision in line with key requirements for regional and/or national and partnership working
* we will develop a sustainable clinical workforce model for our diagnostic and imaging services that is multi-skilled and supports an agile workforce
* we will have realised the benefits of demand optimisation to maximise effective use of our laboratory resources to reduce unnecessary repeat testing and ensure that patients receive the right test at the right time

**Quality**

**As a values-based quality driven organisation, our patients will be safe and our services will be person-centred and efficient**

* we will use patient related outcomes to ensure we deliver healthcare that delviers true value to the patient
* our unique quality assurance framework will support improvements in patient care, making the best use of technology to maximise efficient working practices and deliver access to the right information, in the right format at the right time
* our leadership framework will embed our values based culture of quality improvement and empower staff with the capability to improve, focusing on how to improve the quality of the health services we provide
* patient experience and stories will be an integral part of the evidence base that drives improvement
* we will be a transparent and open learning organisation and a key player in the national Quality & Innovation picture

**Heart and lung**

**By 2025 the Golden Jubilee will be a recognised centre of global excellence for comprehensive heart and lung services**

* As a leader within the United Kingdom in Video Assisted Thoracic Surgery (VATS) and one of the largest Thoracic Surgery centres in Europe, the Golden Jubilee will continue to deploy cutting edge treatment developments in lung surgery.
* We aim to become a UK centre of excellence Robotic Assisted Thoracic Surgery (RATS) which has begun to overtake VATS as the approach of choice delivering superior clinical outcomes and more minimally invasive surgery helping patients make a quicker and more complete recovery.
* Through unique clinical and research collaborations, we will expand our range of clinical interventions for cancer and chronic lung disease.
* We will continue to deliver high quality heart transplantation services for the population of Scotland and support the increased access to donor organs through the deployment of our Organ Care System technology.
* As a leading centre for interventional cardiology, we will further develop our range of structural heart services, delivering life-enhancing care for patients with cardiovascular disease and long term congenital cardiac conditions.
* We will invest in our existing cardiac imaging expertise, providing high quality diagnostic services to our regional and national heart and lung services
* With increasing access to patient and health analytics, we will harness the power of historical and real time data, creating strategic partnerships to attract investment for NHS Scotland

**Research**

**The Golden Jubilee Research Institute will be a leading international centre for commercial and academic research that will contribute to the improvement of patient care and services**

* The Golden Jubilee Research Institute is committed to supporting academic research and to increasing the number of projects year on year
* Through innovation, research and service development we will ensure that our high standards of quality and clinical outcomes are maintained supporting our position as a world leader in clincial provision
* Our research portfolio will continually develop and increase to support improvements to clinical care and patient pathways
* We will collaborate with other world leading centres and strategic partners
* Our commitment to medical device based research will continue to grow with Institute staff advising companies and individuals at concept or prototype phase through our leading edge Medical Device Alpha Test process, and advising on the relevant research process
* We are committed to continuing to streamline the review and approval process, working with commercial and academic partners to ensure that approval timelines are as short as possible.
* We will achieve this by supporting novice researchers through their first project and enabling more experienced researchers to become principal or chief investigator on larger pieces of work such as multi-centre and/or international clinical trials
* We will continue to build on existing relationships with highly rated academic partners
* In line with the expansion of our research portfolio, we will continue to develop our Institute research governance function and create capacity for development
* We will exploit opportunities to build a quality data infrastructure as a valuable healthcare and commercial resource.
* We will invest in the further development of our wide-ranging heart and lung research portfolio, to bring clinical care developments from “bench to bedside” for the benefit of our patient populations.

**Hotel**

**The Golden Jubilee Conference Hotel will be an international centre of excellence in healthcare-associated hospitality, providing conferencing and health and wellbeing elements to support NHSScotland and the GJ Foundation**

* working with NHS colleagues, we will provide a Once for Scotland health conferencing service
* we will make the logistics of our patients’ stay in hospital as easy as possible – supporting patients and their families who are away from home
* we will promote the wellness of the Scottish population by realising the potential of our centre of health and wellbeing as a resource for staff, delegates and community

To achieve this we need to:

* develop clinical service opportunities through our “Ambassador Programme”
* increase our links with research and innovation across the foundation
* keep up with innovations in hotel and conferencing service provision
* make customer experience an integral part of the evidence base that drives improvement

**Innovation**

**The Golden Jubilee Foundation will be a recognised gateway to innovation in NHSScotland for innovators, researchers, SMEs, and investors.**

* we will shape the ongoing development of the NHSScotland innovation infrastructure
* we will work with innovation colleagues across all disciplines in Scotland to develop collaborative partnerships
* we will use innovation to develop and enhance our clinical services and to improve the experience of our patients.
* Our commitment to medical device based research will continue to grow through our leading edge Medical Device Alpha Test process which advises companies and individuals at concept or prototype phase. We will expand the reach and impact of our MDAT process – developing the next generation MDAT+
* We will deliver these aims through strategic partnerships across academia, industry and the public sector