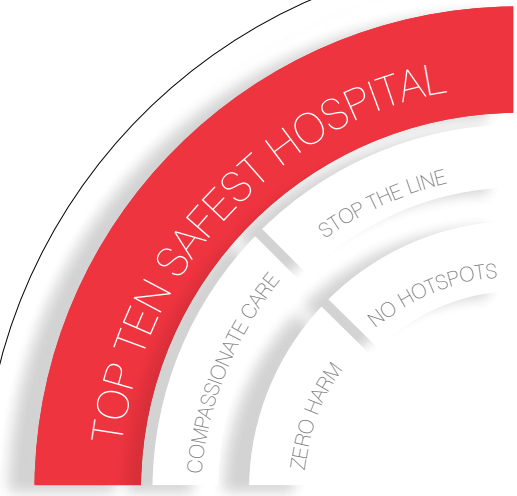
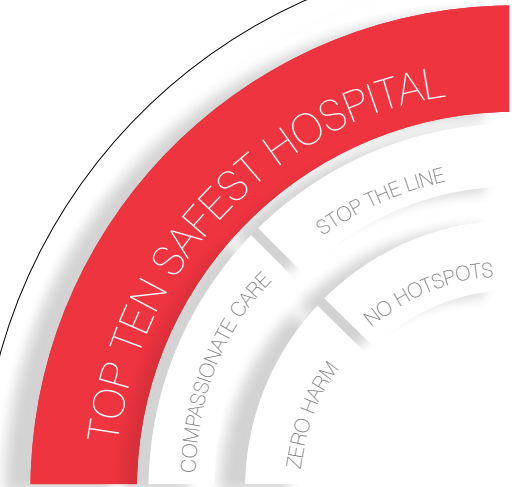
YOU

You have done
something never done before.
You came together, in unprecedented
numbers, to decide the plan for your hospital.
You will recognise your choices in these pages.
You made no compromises and there are no
surprises. Your goal was simple. To turn Hinchingbrooke
into one of the Top Ten DGHs in the country. You chose
four objectives to make it a reality. You want to be top
ten in patient safety. You want to be top ten for patient
experience. You want to be top ten on value for money.
You want to be top ten for staff engagement. You chose
to focus only on four initiatives for each objective.
These pages describe those initiatives. Often,
there are too many targets, too many projects.
This time it is simple: four objectives;
four initiatives; a single goal.



1) NO HOTSPOTS

You said you want to become a hospital where there are no 'hotspots', or services thought to be unsafe. We can be great in most areas, and have only a small number of problem services, but these services damage the hospital's reputation. Whether problems are real or perceived, you want to fix them. When it comes to your patients' safety, you want zero compromise. We'll work out how far you, your patients and the GPs trust each service in the next three months.



2) STOP THE LINE

You said most safety events could be avoided if more decisive action was taken when a life-threatening incident or event that should never happen occurs. So there will be a new initiative to 'stop the line' in these circumstances – be it weekend, weekday, night or day. The hospital CEO, Medical Director, Nursing Director and Circle Medical Director will all be informed within one hour. Within 24 hours, the clinical team will provide a report to the Circle CEO and decide what action should be taken. Within 48 hours, a more detailed report will be put together by the clinical team. Within 25 days the full report and learnings will be discussed in a clinical meeting, and permanent changes will have been made. Within 30 days, an unannounced inspection will happen to make sure the learnings have really been put into practice. This is a major step and will be rolled out within the next three months.

3) ZERO HARM

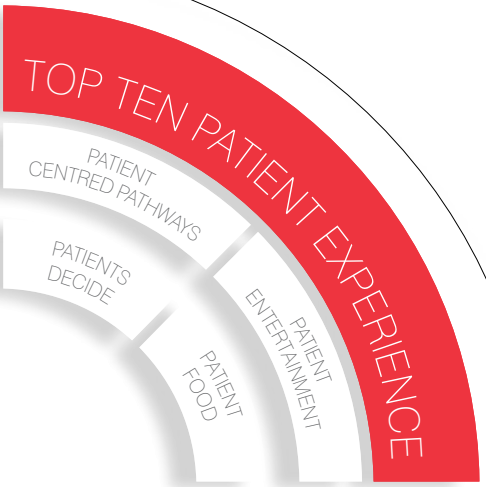
You said you want a culture of complete transparency at Hinchingbrooke. You are very proud of the programme you've already started of stopping harm in areas where it can be prevented. You have committed to going further and faster to stamp out medicine errors and infections. You also want to achieve the lowest rates of preventable falls, post-operative blood clots and pressure sores in the region. You think you can do this in the next 12 months.

4) COMPASSIONATE CARE

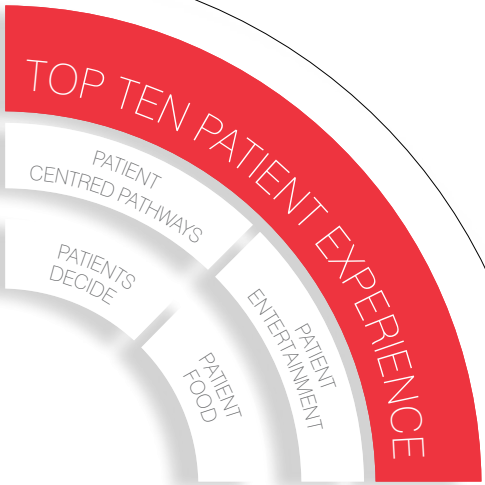
You said nursing should be about patients not paperwork. You want nurses and care providers to spend much more time with their patients. Care comes through contact. In each clinical team, you want to overhaul your processes so that patient contact time is increased to two thirds of nursing time. By the time you are done, you will be one of the most caring hospitals in the country. This will be rolled out in an orderly manner – team by team – in the next 18 months.

5) PATIENT-CENTRED PATHWAYS

You want to re-organise all the clinical pathways to make them more helpful for your patients. You said you would serve them in the places that suit them best. You want to minimise the number of times your patients have to travel to and fro from hospital, and make sure that they spend as little time here as necessary. This is a big task. So we will start an orderly conversation – team by team – to review each pathway and come up with a new design within the next three months. The new pathways will be in place in the next twelve months.



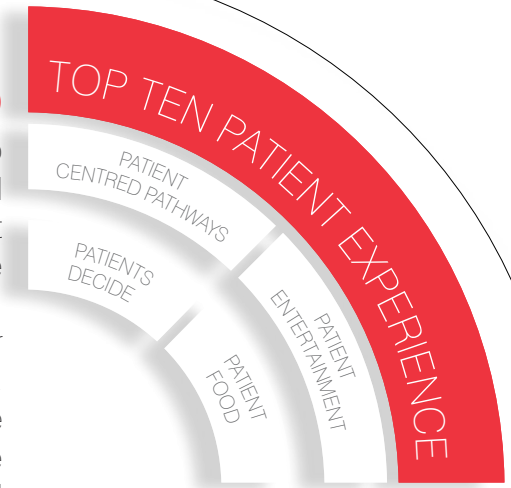
6) PATIENTS DECIDE



You want to direct all the improvements in the hospital to your patients' wishes and needs. So each patient will be asked three simple questions: What did we do well? What could we have done better? Would you recommend Hinchingbrooke to a family member or friend? Raw patient comments will be uploaded to the website in a simple format. In teams you will lead and deliver projects to act upon your patients' comments, which will be published and reported back to patients in real time. This will be one of the biggest drivers of change in the hospital, because you will not only be asking patients what to do, but publishing transparently what you've done about it. Within the next six months, all departments' patient feedback and actions against those comments will be published.

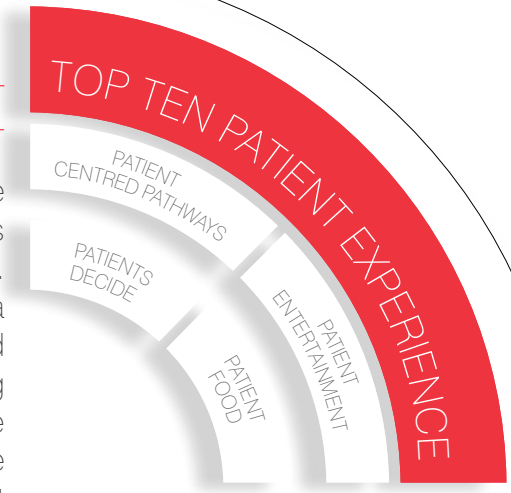
7) PATIENT FOOD

You said you want to improve patients' hospital experience so much that they and their GPs choose Hinchingbrooke every time. You want your patients and their visitors' food to be freshly cooked, nutritious and locally sourced where possible. So from 1st February, there will be major changes to hospital meals. Your catering team has been spending time discovering how fresh and wholesome food can be delivered on NHS budgets. They have decided to deliver fewer dishes to a higher standard. A chef previously from a Michelin starred restaurant has joined your team, and together they will be delivering new menus from today.



8) PATIENT ENTERTAINMENT

You want to bring bedside entertainment to patients on wards across the hospital. Staying in hospital can be a difficult time. You said we should start from the principle that nothing that makes your patients' stay more pleasant is too much trouble. There are great value patient entertainment systems now available. You want to look into procuring these for your patients. You aim to have a new entertainment system in the next twelve months.



9) WAR ON WASTE

You said that Hinchingbrooke was no different from many other hospitals when it comes to waste: too much goes untackled. You want to leave no stone unturned in the war on waste. So together we are looking at every corporate function and support service to find where we can strip waste out. Every pound wasted is a pound not spent on patients. This process started before Christmas, and some departments have already come up with big savings. We will accelerate the war on waste in the coming months.

10) SMART PROCUREMENT

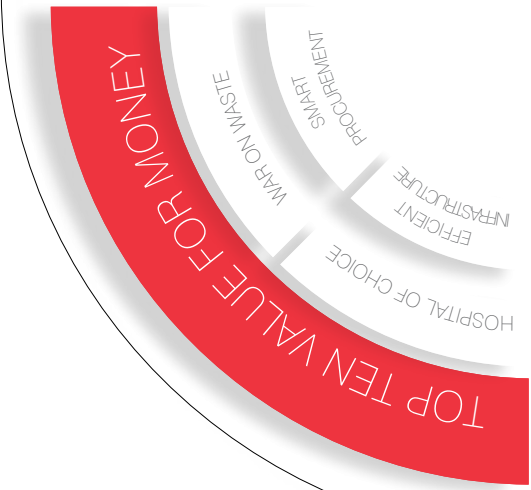
You said you want to do smart procurement. You wanted help to boost your purchasing power. So we have brought in a team of some of the country's top procurement experts from other sectors. Bringing together their outside expertise and your in-depth healthcare knowledge, you've come up with some great ideas to boost your buying power. This will mean big savings in the next two years.

11) LOCAL HOSPITAL OF CHOICE

You said you knew of patients living close to Hinchingbrooke who travel to hospitals outside the area for their care. Statistics show that there are many patients within a 30 minute drive time who don't come to Hinchingbrooke for treatment. You want to fix this, and make sure patients are always offered a full service at their local hospital. As you turn the hospital into one of the top ten DGHs, you want to promote your treatments to local patients so that services stay at Hinchingbrooke and the hospital has a sustainable future. So from now on, we will resist the salami slicing of services away from the hospital. In the next twelve months, all teams will have enough quality and patient experience data to let everyone in the local area know that Hinchingbrooke is the best choice for them.

12) EFFICIENT INFRASTRUCTURE

You want to make the best use of the hospital's space. You thought that the site is often not used efficiently at the moment. You want to create a clear and welcoming area for patients when they first enter the hospital through the main reception. So we asked the ex-head of interior design at Foster and Partners to come up with a new design for the main reception area to make it simpler and more inviting for patients. You want to change the car parking system that your patients complain about so much. So we have already served notice on the car park enforcers, and are now looking together at fairer alternatives. We will consult widely on this, and the new system will be in place by 1st April.



13) CLINICAL UNITS

You said you want most decisions to be taken by the staff who are closest to patients, and you want to take ownership of the quality of care, patient experience and the costs of delivery at the frontline. You also thought there should be a much flatter management and leadership structure. So Hinchingbrooke will be separated into two divisions governed by two clinical boards: elective and women, and emergency and medicine. These divisions will be divided into separate Clinical Units, and each unit will have a representative on their board. Each Clinical Unit will have a lead doctor, nurse and administrator. Every unit will be organised around a patient's journey of care, and will have the freedom and authority to take all decisions that impact upon that care. With this freedom will come responsibility for your own quality and cost measures, and the whole unit will meet monthly to discuss these results. The units will be up and running in the next three months.

14) REALIGN RESOURCES

You said that you want to see a real change in the way resources are divided and support services delivered. Once clinical units are set up, you want all corporate functions and support services to be realigned to serve the units in their delivery to patients. So a much leaner and flatter management team will support clinical units. This will be done in the next three months.

15) DEMOCRATIC 360 DEGREE PERFORMANCE REVIEW

You said that everyone matters. Yet most people's performances are only judged by their manager. You want a democratic review system that measures whether you're doing your best for your patients by asking everybody around you. So performance will be measured by 360 degree feedback from direct reports, peers, and line managers, and will include your own self-assessment. You said this would be the best and fairest way of motivating people to go the extra mile for their patients. This system will be in place in the next twelve months.

16) INVEST IN SKILLS

You said that if you are going to run the hospital in your clinical units, you'll need to be equipped to take good decisions. So all clinical and frontline leaders will be given the chance to take part in the 'Circle Leadership Academy'. The Academy programme will take you through the basics of measuring results, developing plans, and deciding on wider management issues. We'll invest in you to give you all the tools you need to manage your units well. The Academy programme will start running in the next nine months.

Our Credo

Our Purpose

To build a great company dedicated to our patients.

Our Parameters

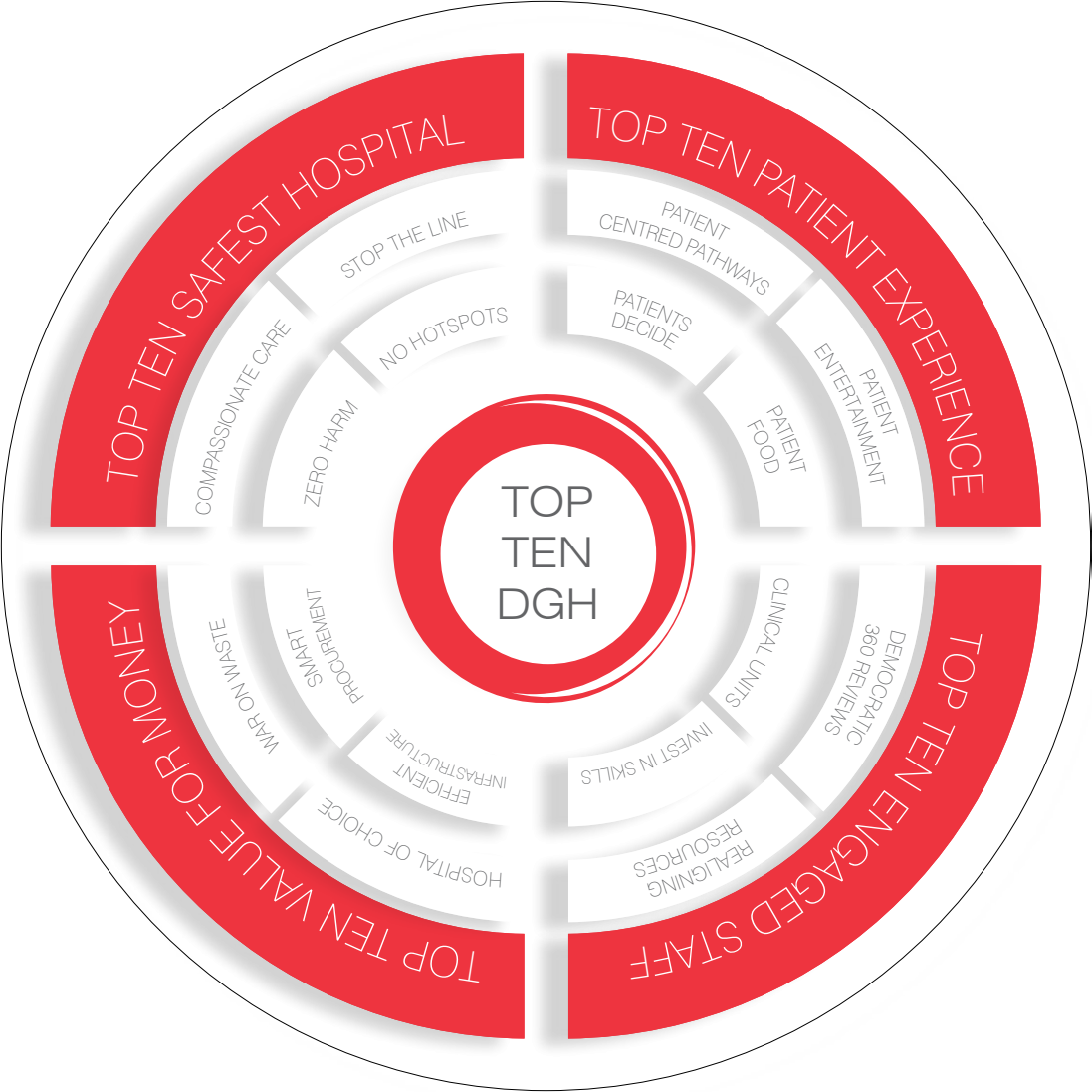
We focus our efforts exclusively on:
What we are passionate about.
What we can become best at.
What drives our economic sustainability.

Our Principles

We are above all the agents of our patients. We aim to exceed their expectations every time so that we earn their trust and loyalty. We strive to continuously improve the quality and the value of the care we give our patients.

We empower our people to do their best. Our people are our greatest asset. We should select them attentively and invest in them passionately. As everyone matters, everyone who contributes should be a Partner in all that we do. In return, we expect them to give their patients all that they can.

We are unrelenting in the pursuit of excellence. We embrace innovation and learn from our mistakes. We measure everything we do and we share the data with all to judge. Pursuing our ambition to be the best healthcare provider is a never-ending process.
'Good enough' never is.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