

Objectives and Priorities – 2016-18

There are six objectives for 2016-18 which will act as the Trust’s long-term strategic aims. They are designed to deliver over time the Trust’s vision to be the world leading international centre in the care and treatment of eye disorders, driven by excellence in research and education.

Within each objective, a set of priorities for 2016/17 and 2017/18 have been developed. These are the annual priority actions or projects that support the delivery of these strategic objectives.

2016/17 priorities	2017/18 priorities
<p>1. Deliver the highest standards of patient experience, outcomes and safety across all of our sites. <i>Executive lead: Tracy Lockett, Declan Flanagan, John Quinn</i></p>	
<ul style="list-style-type: none"> • Prepare for the CQC inspection with the aim of achieving a rating of good or outstanding and respond to any findings with effective action plans. • Start to implement the electronic health record (EHR) business case. • Set clear standards for the total time patients spend in all outpatient clinics and measure performance against these. Reduce waiting times in clinics which fail to meet the agreed standards. • Improve how we communicate with patients, ensuring that we comply with the national accessible information standard at all times. • Complete a review and implement recommendations on how we provide urgent care across our network. 	<ul style="list-style-type: none"> • Complete the improvement plans we develop following the CQC inspection. • Continue implementation of the EHR business case and measure delivery of the agreed benefits. • Review the current core clinical outcomes and how they are measured to ensure that they remain comparable with the best published evidence and make them easy to access. • Improve our systems and processes for providing holistic care for patients with ocular disease and systemic co-morbidities.

<p>2. Provide a successful network of eye care services, supported by a specialist centre in central London.</p> <p><i>Executive lead: Jo Moss</i></p>	
<ul style="list-style-type: none"> • Refresh our organisational strategy <i>A Vision for Excellence</i>, including development of a technology and informatics component. • Review our current satellite services and develop a long-term plan for our eye care network as part of the national vanguard programme. • Secure a site for Project Oriel, submit an initial planning application and deliver a strategic outline case for the build. • Complete the options appraisal and business case for developing the infrastructure in the Moorfields East network. • Complete the options appraisal and business case for developing the infrastructure at the St George’s site. Implement short-term plans to address immediate operational issues. 	<ul style="list-style-type: none"> • Complete the internal and external approval process for Project Oriel. • Implement the business case for developing the infrastructure in the Moorfields East network. • Implement the business case for developing the infrastructure at the St George’s site. • Deliver 2017/18 strategic plan for IM&T
<p>3. Develop our people and our organisation as a great place to work and provide care.</p> <p><i>Executive lead: Sally Storey</i></p>	
<ul style="list-style-type: none"> • Strengthen clinical engagement across the Trust by implementing the clinical management review recommendations relating to our structure, roles and governance processes. • Refresh the organisation’s talent map, develop our best people to lead our organisation and identify gaps that we need to address. • Implement the recommendations from the nursing workforce review. • Implement the recommendations from the 7 day services review. 	<ul style="list-style-type: none"> • Continue to embed TMW and demonstrate this through further improved performance in the friends and family test. • Review and develop the corporate management functions to provide the support required by our strengthened clinical management structure. • Respond to and implement the organisational development and workforce implications arising from the refresh of our organisational strategy.

<ul style="list-style-type: none"> • Embed The Moorfields Way (TMW) and evaluate the difference it is making through performance in the friends and family test. 	
<p>4. Ensure financial stability, delivering a surplus of £3m in 2016/17 and £5m in 2017/18.</p> <p><i>Executive lead: Steve Davies</i></p>	
<ul style="list-style-type: none"> • Deliver the Trust efficiency target of £10 million. • Implement an administrative improvement programme that delivers efficient, patient focussed processes enabled through technology. • Implement a clinical transformation programme that delivers a sustainable, stepped improvement in productivity and enables appropriate standardisation of practice across the network and supports delivery of our Quality Plan. • Analyse the profitability of all services and agree the priorities for growing the most profitable and the opportunities to change the unprofitable. • Grow our commercial activities to support and strengthen the Trust's financial position. 	<ul style="list-style-type: none"> • Deliver required efficiency in line with issued tariff and other system funding changes. • Ensure that improvements in productivity are fully embedded and continue to be delivered. Assess and deliver remaining transformation opportunities. • Embed patient level costing and cost analysis in the organisation, using enhanced data to direct our focus. • Review other areas for commercial growth both within existing commercial units and outside of historic commercial activities.
<p>5. Be at the forefront of international research, integrating with strategic partners.</p> <p><i>Executive lead: Peng Khaw</i></p>	
<ul style="list-style-type: none"> • Prepare for and achieve successful re-application to maintain the Biomedical Research Centre and Clinical Research Facility. • Develop shared and integrated research objectives that map to the themes of the Joint Research Strategy with each directorate and work 	<ul style="list-style-type: none"> • Streamline and simplify the access to patient data, prioritising Open Eyes and Imaging. • Increase research funding by 15%. • Continue the development and expansion of the shared and integrated

<p>together to deliver them.</p> <ul style="list-style-type: none"> • Develop emerging leaders and sustain existing leaders of joint programmes with translational potential to optimise emergence of novel therapies. Target recruitment of talented researchers in informatics, imaging and cornea. • Increase the number of clinicians leading phase 3 and 4 commercial research trials to increase patient access to leading edge therapies to 2% of the patient population. • Support the rapid exploitation and commercialisation of home grown research and innovation. 	<p>delivery of research objectives with each directorate and across our satellite sites. Increase the number of patients participating in research to 3% of the patient population.</p> <ul style="list-style-type: none"> • Continue to increase the number of doctors leading phase 3 and 4 commercial research trials. • Build on support to entrepreneurship, exploitation and commercialisation of home grown research and innovation.
<p>6. Play a leading role in the training and education of eye care clinicians, integrating with strategic partners.</p> <p><i>Executive lead: Sally Storey</i></p>	
<ul style="list-style-type: none"> • Recruit a Director of Education to lead and develop an integrated education directorate. • Complete and gain approval for an education business plan that describes how education will develop and grow. • Agree the education requirements for Project Oriel. 	<ul style="list-style-type: none"> • Integrate all education services and budgets into a single directorate. • Formalise the strategic partnership with the Institute of Ophthalmology and other relevant departments in UCL. • Implement the education business plan.