

1

Deliver the best possible level of safe and effective care

- Deliver the Trust's 12 Quality Priorities across the three national domains for patient safety, clinical effectiveness and patient experience.
- Improve the experience and timeliness for patients with cancer.
- Produce a new JPUH Clinical Strategy to ensure we provide the best services possible in a sustainable way; and it is aligned to the developing Norfolk & Waveney Clinical Strategy.
- Restore and transform our services following the COVID-19 pandemic. To ensure processes are efficient, effective and provide value for money, whilst maximising the use of technology for the benefit of all our patients and their families.

2

Provide education, support and development for our staff to deliver excellence in practice and be employer of choice

- To be a high performing organisation where staff feel valued and respected.
- Provide a high performing recruitment service to fill vacancies quickly and minimise vacancies.
- To be in the best performing third of hospitals in the country for our staff survey results.
- Improve the health and wellbeing of our staff through a comprehensive programme to support physical and mental wellbeing.
- To ensure our leadership is compassionate and focused on managing all aspects of our performance.
- Improve staff engagement to support the delivery of patient centred services through a well-informed and empowered workforce.
- Provide greater opportunities for our staff through training and education to support the improved delivery of care.
- Build and develop our approach to equality, diversity and inclusion in all we do.
- Get the best from our staff through innovation and flexible working arrangements.
- In support of the increased acute collaboration, appoint a Group People and Culture Director across the three hospitals to lead on workforce change, new employment models and alignment of employment practices.

3

Effectively manage our financial resources, our estate and our infrastructure to ensure we are sustainable

- Ensure financial sustainability of the Trust through delivery of our financial plan 2020/21.
- Complete the Estates Projects as prioritised by the Trust to underpin the restoration and recovery of operational services.
- Agree and progress plans for a 'new build' hospital, working with the other two hospital trusts and key partners to ensure the provision meets the needs of the local population.
- Deliver effective patient services through maximising digital opportunities supporting the delivery of the Norfolk and Waveney digital plan.

4

Actively participate in innovation, research and partnerships to transform our services

- Improve the sustainability of services, reduce unwarranted variation and health inequalities by working with partners in the delivery of the Norfolk & Waveney Hospital Services Strategy.
- Bring about increased acute collaboration through the Norfolk and Waveney Hospital Group.
- With health and social care partners, agree and commence the transition to become an Integrated Care System by Autumn 2020.
- Develop opportunities to maximise research opportunities.