

Appendix C: List of 2019/20 overarching strategic objectives to support CEAG and Board papers

Reference	Strategic objective
1	Increase alignment of corporate and clinical services across UHB
2	Eliminate unwarranted variation in services for patients through aligning and standardising pathways and service delivery
3	Provide the highest quality of care to patients through a comprehensive quality improvement programme
4	Meet regulatory requirements and operational performance standards, in line with agreed trajectories
5	Substantially improve digital healthcare offer to patients
6	Ensure all parts of UHB can access optimal clinical IT solutions
7	Achieve the highest standards in cybersecurity
8	Use our resources as efficiently as possible to meet our financial improvement trajectory
9	Invest in our estates and capital infrastructure to provide high quality facilities for patients and minimise under-utilised clinical space
10	Transform the model of care to ensure patients are seen in the right settings and to move lower acuity care off acute/specialist sites
11	Optimise workforce supply to ensure sufficient staff and roles to meet patient demand
12	Expand range of employment opportunities and support for new starters
13	Foster positive staff engagement and inclusive culture
14	Develop our leaders at all levels of the Trust
15	Align clinical and corporate service planning across other providers within the BSOL STP to improve integration for patients
16	Work with international partners to develop health care services and forward UHB's reputation
17	Align the trust's research activities to its operational challenges
18	Increase research and innovation activities associated with artificial intelligence
19	Standardise research and development processes across the trust
20	Align emergency preparedness and business continuity planning across our sites