

NHS Chairs' Generic Objectives – guidance on actions and measures

Quality and Safety				
1.	<p>I will...</p> <p>ensure patient safety is a priority.</p>	<p>To...</p> <p>meet the duties of Quality and Candour.</p>	<p>Actions could include:</p> <p>receiving regular reports on patient outcomes; and</p> <p>obtaining assurance that sustainable learning systems are in place to avoid repeated harm;</p>	<p>Measures could include:</p> <ul style="list-style-type: none"> • outcome reports from the Quality Management System; • feedback from partners and stakeholders; and • learning that has been demonstrated and embedded.
2.	<p>I will...</p> <p>seek improved outcomes and experiences for patients and their families.</p>	<p>To...</p> <p>create a healthier Wales and establish trust and confidence in the services we deliver.</p>	<p>Actions could include:</p> <p>ensuring delivery of national programme areas as outlined in the NHS Planning Framework;</p> <p>ensuring effective delivery of Putting Things Right;</p> <p>driving improved performance and outcomes across the organisation;</p> <p>establishing effective co-operation arrangements with Llais to enable Llais to develop as a truly independent voice for patients and the public;</p>	<p>Measures could include:</p> <ul style="list-style-type: none"> • performance measures in the NHS Wales Performance Framework; • PTR reporting; • CIVICA reporting; • feedback from stakeholders and partners; • the effectiveness of the co-operation arrangements with Llais and the action being taken to respond to patient experiences;

			<p>promoting the Active Offer and ensure services reflect the needs of those who speak Welsh; and</p> <p>ensuring services are accessible and reflect the needs of those with protected characteristics.</p>	<ul style="list-style-type: none"> • reporting against key indicators underpinning More Than Just Words and the Active Offer; and • reporting against key indicators underpinning Welsh Government equality plans and new developments.
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Culture and Leadership

3.	<p>I will...</p> <p>promote equality, diversity and inclusion.</p>	<p>To...</p> <p>ensure our decisions reflect diverse perspectives (inc. gender, ethnicity, socio economic and professional backgrounds).</p>	<p>Actions could include:</p> <p>demonstrating leadership to promote and support the Welsh Governments national initiatives that contribute to a better and more inclusive Wales.</p> <p>fostering a collaborative environment where people work together effectively, leveraging their diverse skills and perspectives; and</p> <p>ensuring equality, diversity, anti-racism and Welsh Language is embedded in organisational strategies, policies and frameworks, and delivery of services.</p>	<p>Measures could include:</p> <ul style="list-style-type: none"> • the organisation's diversity, including the diversity of the Board against the Workforce Race Equality Standard; • feedback from staff surveys; • the impact of the actions identified by sources of data and evidence of driving meaningful cultural change; and • reports on delivery of national initiatives, strategies and frameworks.
4.	<p>I will...</p> <p>shape organisational culture.</p>	<p>To...</p> <p>to deliver our mission, vision and values.</p>	<p>Actions could include:</p> <p>ensuring our desired culture is continually reinforced by leadership,</p>	<p>Measures could include:</p> <ul style="list-style-type: none"> • feedback from staff surveys; • Board Effectiveness Reviews;

			<p>training, personal engagement and commitment;</p> <p>fostering a speaking up safely culture and a psychological safe organisation;</p> <p>encouraging an inclusive culture;</p> <p>ensuring a culture that demonstrates compassionate leadership; and</p> <p>by encouraging a bilingual culture with effective use of the Welsh language.</p>	<ul style="list-style-type: none"> • PTR reporting; • CIVICA reporting; • speaking Out Safely reports. • diversity data; • reports on the Welsh language workforce.
5.	<p>I will...</p> <p>provide strong leadership.</p>	<p>To...</p> <p>ensure the organisation has a clear vision and strategic direction.</p>	<p>Actions could include:</p> <p>setting a clear vision and strategic direction for the Board;</p> <p>holding the CEO to account for delivery, ensuring they have appropriate personal objectives that align with the Chair's objectives, the organisations priorities set by the Board, Welsh Government and Welsh Ministers;</p> <p>ensuring organisational strategies align with its vision and priorities;</p> <p>supporting the development of the organisations people to ensure they are equipped to deal with challenges; and</p>	<p>Measures could include:</p> <ul style="list-style-type: none"> • Board Effectiveness Review; • Chief Executive appraisals; • feedback from Staff Survey; • AW Structured Assessment; • feedback from stakeholders and partners; • Internal Audit reports; and • any other external reviews undertaken.

			ensuring that where relevant, national and regional initiatives set by Welsh Government (for example: A Healthier Wales) underpins everything the organisation does.	
Strategy and Planning				
6.	I will... improve resource allocation.	To... embed population health, reduce inequalities, and achieve financial balance.	Actions could include: ensuring the use of data on population need is used to determine the use of resources; prioritising and allocating resources efficiently, to support strategic initiatives and ensure the necessary tools and technologies are in place; regularly review budgeting to achieve financial balance and/or target control totals; and regularly review the resourcing being made towards prevention.	Measures could include: <ul style="list-style-type: none"> • how data is being used to assess population need; • delivery of IMTP/Annual Plan; • assessment of Digital Maturity; • progress against clinical plans and structural change; • the delivery of Primary Care services that enhance our strategic aims, • trends within the Health Days at Home measure; and • the health boards response to address elevated escalation levels in Primary Care.
7.	I will... encourage collaboration with others.	To... ensure our organisation is able to learn from our	Actions could include: ensuring the organisation works with our stakeholders to develop better	Measures could include: <ul style="list-style-type: none"> • the effectiveness of Pan Cluster Planning Groups, Regional Partnership

		<p>stakeholders and partners, to share best practice to improve performance and productivity.</p>	<p>outcomes for patients, staff and communities;</p> <p>promote integration across primary, community and secondary care and with local authority and third sector partners;</p> <p>amplify the voice of primary and community care service providers.</p> <p>implement regional solutions for high volume and challenged specialities; and</p> <p>celebrating and building on our successes and sharing best practice with others.</p>	<p>Boards and Public Service Boards as partnership mechanisms for planning and securing services;</p> <ul style="list-style-type: none"> • the delegation of decision on the use of funding and other resources to Pan Cluster Planning Groups; • assessment of joint regional service delivery; • feedback from stakeholders and partners; and • progress against regional and national delivery plans.
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Governance and Accountability

8.	I will...	To...	Actions could include:	Measures could include:
	monitor performance.	ensure the organisation delivers against ministerial and WG priorities, KPIs & metrics.	<p>regularly measure performance and ensure that performance is maintained in line with ministerial targets;</p> <p>reviewing and adjusting strategies based on performance data and changing circumstances;</p> <p>ensuring the 35 priority enabling actions set out in the planning framework are delivered;</p>	<ul style="list-style-type: none"> • delivery of IMTP's/Annual plans; and • delivery of financial balance/target control total.

			<p>the agreed recommendations from the Ministerial Advisory Group's review of Performance and Productivity are delivered; and</p> <p>ensuring that where possible regional solutions and high volume, low complexity models are implemented in line with GIRFT principles.</p>	
9.	<p>I will...</p> <p>ensure robust oversight and accountability mechanisms are in place.</p>	<p>To...</p> <p>enable effective scrutiny and assurance of organisational performance.</p>	<p>Actions could include:</p> <p>commissioning regular reviews of oversight and accountability mechanisms to ensure they are robust;</p> <p>seeking regular assurance through reporting;</p> <p>ensuring committees are equipped to carry out the responsibilities delegated to them by the Board;</p> <p>promoting a culture of transparency, responsibility and accountability; and</p> <p>holding the Board and the Executive to account for their actions and decisions.</p>	<p>Measures could include:</p> <ul style="list-style-type: none"> • structured assessments; • Internal Audit reports; • Board effectiveness review outcomes; • Chief Executives performance/appraisals; • Board Member appraisals; and • Staff Surveys.
10.	<p>I will...</p> <p>promote high ethical standards.</p>	<p>To...</p> <p>ensure the organisation demonstrates integrity, fairness and respect and</p>	<p>Actions could include:</p> <p>monitoring compliance;</p>	<p>Measures could include:</p> <ul style="list-style-type: none"> • structured assessments; • Internal Audit reports;

		acts in compliance with laws and regulations.	listening and responding to feedback from staff and patients; and remaining aware of new legislation and regulations that place statutory requirements on our organisation.	<ul style="list-style-type: none">• feedback from stakeholders and partners;• Board effectiveness review outcomes; and• any Royal College reviews undertaken.
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