

# Operational Plan 2017/18

## 1.0 Introduction

This documents sets of the strategic context for the Trust and the operational objectives and enablers which form the focus for 2017/18.

## 2.0 The Trust's Vision, Mission and Values

The Trust's Vision is to be an outstanding Trust, delivering excellent care at home, in our community and in hospital. Our Mission is to improve the health and wellbeing of the population we serve, building a healthier future together.

The Vision and Mission reflect the Trust's ambition to work with patients, the public and partners to make a positive difference to health and wellbeing of the people of Rotherham and the wider catchments which the Trust serves, and seeks to continue to serve, in the provision of high quality services. Services are provided in a range of settings, with an emphasis on home, then community, highlighted ahead of hospital, in recognition of the need to encourage health promotion, self-care and early intervention to avoid hospital admission where possible.

The Trust values seek to create a culture which will support delivery of our Vision and Mission, guiding the behaviour of colleagues across the organisation. The Trust has three values; Ambitious, Caring and Together, which are described below:

**Ambitious** – to set high standards and expectations, for the services we deliver but also for ourselves, for example, in terms of quality of care for our patients and clinical strategies, and changes to our ways of working and patient pathways to develop sustainable services for the population we serve.

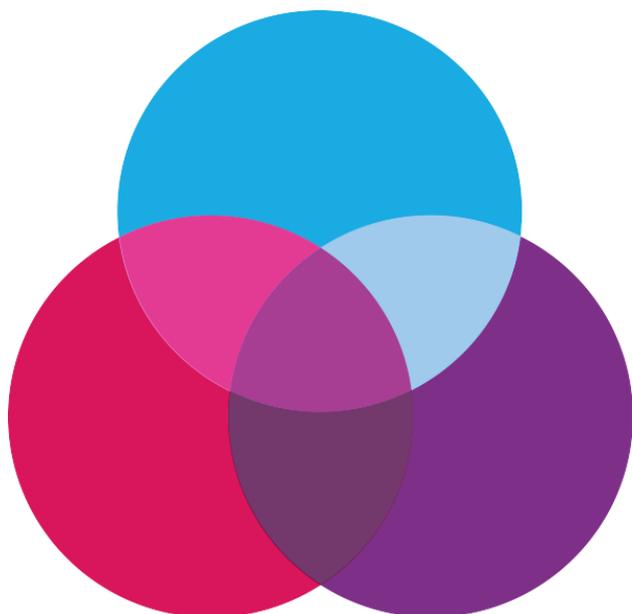
**Caring**, reflects overwhelming feedback about what our colleagues and patients would like to see from us as a provider, embracing the importance of caring for patients, but also, for each other as colleagues, and caring about our community, our resources, our environment and our future.

**Together**, represents the importance of working together, whether as clinical, non-clinical and multidisciplinary teams, with patients, carers and families to provide high quality patient centred care, with stakeholders and partners across Rotherham, South Yorkshire and Bassetlaw.

The three values form an acronym “**act**” as shown in Figure 2 below. Values are about the way we act and behave, and “act” provides simplicity to our approach. The overall aim is for colleagues to live the values, empowering our workforce to be able to explore and make decisions at appropriate levels, to achieve our Vision and Mission.

The Trust's Vision, Mission and Values are shown in Figure 1 below:

**Figure 1: The Trust Vision, Mission, Values**



**Figure 2: Our Trust Values**



### **3.0 Five Year Strategy**

The Trust's five year strategy sets out the direction which the Trust is taking to developing and delivering services for the future. This strategy sits within the wider strategic environment in which the Trust operates and is consistent with the aims and objectives of The NHS Five Year Forward View, the South Yorkshire and Bassetlaw Sustainable Transformation Plan, the Rotherham Place Plan, Rotherham's Health and Wellbeing Strategy and the Better Care Fund.

The Five Year Strategy provides the context for the development of other Trust-wide plans, such as those for estates, workforce, informatics and public engagement.

Our strategy sets out key challenges facing the local health and social care economy over the next five years. There continue to be funding challenges. There is a growing

older population and the gap between healthy and actual life expectancy is likely to grow. Although we have streamlined services over the last five years there is still a degree of fragmentation and duplication, especially on the interface between health and social care. There is a need to empower patients so that they are encouraged to take more responsibility for their own health and wellbeing.

Our strategy explains how far we intend to progress over the next five years. This 5-year vision will be achieved through a programme of work led by each division within The Trust. It is an exciting vision that will support The Trust in its ambition to develop as a thriving district general hospital working alongside a fully integrated community health and social care service. Within the next two years we want to achieve a CQC rating of “good” or better and this strategy is a vehicle for delivering that ambition. We will provide services that are commensurate with the provision of a sustainable District General Hospital and community services. We will provide a full range of services from birth to end-of-life. We will collaborate with partners in primary care and the local authority, developing strong joint working arrangements that benefit Rotherham Patients.

#### 4.0 Strategic Themes

Our Vision, Mission and Values are underpinned by 5 strategic themes as follows:

	Patients	<i>Excellence in healthcare</i>
	Colleagues	<i>Engaged, accountable colleagues</i>
	Governance	<i>Trusted, open governance</i>
	Finance	<i>Strong financial foundations</i>
	Partners	<i>Securing the future together</i>

The five-year strategy sets out the level of ambition for each of the strategic themes in terms of where we would like to be in five years' time, together with an outcome metric which will be used to determine success against each. These are shown below:

## Patients

### *Excellence in healthcare*

We will provide excellent healthcare, at home, in our community and in hospital, ensuring patients and families are at the heart of everything we do. We will promote and support people to be healthy and self-care, treating everyone as individuals, with care and compassion. We will listen to feedback, embracing this to continually improve and tailor our services to meet people's needs. We will rise to the challenges presented for the future, leading the way in working with our patients, partners and the public, to develop and secure high quality, thriving health and care services for the people of Rotherham.

In five years' time, we would like to be rated as good by the CQC and outstanding in at least one service.

## Colleagues

### *Engaged, accountable colleagues*

We will have a workforce of talented, engaged and motivated colleagues, with a culture that empowers teams to be open to innovation and embrace change. We will have strong and effective leaders at every level across the organisation. Colleagues will value and recognise each other's contributions. Colleagues will lead and shape the vision for their services, working effectively in teams, supported to make changes to continuously improve patient care and meet future needs. Colleagues will have access to the training and development to grow and fulfil their roles. We will develop new roles and attractive career opportunities which meet current and future service needs. Our culture will empower colleagues and we will be a learning organisation. We will be a great place to work and be proud of the difference we make, together.

In five years' time, we would like to be rated in the NHS National Staff Survey as Top 20% of peer group for the Overall Engagement Score.

## Governance

### *Trusted, open governance*

We will have effective governance arrangements that support the delivery of high quality, sustainable healthcare. We will listen to feedback, complaints, claims and incidents, learning when things don't go well, in a safe and supportive environment. We will be open and transparent about what we do. We will use reliable information to support effective decision making. We will have an effective governance and performance frameworks. These will provide clarity of accountabilities for post holders and our culture of compliance with clear up-to-date policies, procedures and escalation processes, will support the delivery of sustainable healthcare and give confidence in the care we provide.

In five years' time, we would like to be rated as outstanding for the well-led domain as assessed by the Regulator(s).

## Finance

### ***Strong financial foundations***

We will use our money and resources wisely, improving our financial performance by delivering our service transformation and making savings and becoming more efficient where we can. We will have a good understanding of the costs of delivering services. We will manage within our annual approved budgets, addressing the underlying deficit and improving our efficiency and productivity. We will invest in quality, our estate and technology to support our teams to continuously deliver high quality integrated services for the population we serve.

In five years' time, we would like to be assessed as 2 for effective use of resources by the Regulator.

## Partners

### ***Securing the future together***

We will be working together to improve the health and wellbeing of our local population. We will be continuously engaging with our patients and their families to understand how our services need to be designed to meet their needs, now and in the future. Through the Rotherham Place Plan, we will work with our partners across Rotherham, delivering integrated locality based health and care services for adults, children and families. By collaborating with our partners across South Yorkshire and Bassetlaw we will have high quality resilient, sustainable, thriving services, improving access and sustainability to high quality NHS services for all.

In five years' time, we aim to have delivered the ambitions set out within the Rotherham Place Plan. We also anticipate there to be a formal assessment mechanism to be established by the Regulator for "strategic change" and that we will

set an ambitious target against this framework which we will have successfully achieved.

## 6.0 Strategic Objectives

The strategy themes are underpinned by strategic objectives which are outlined in the five-year strategy, together with the operational milestones for year 1 and year 2. The strategic objectives are listed below, together with the primary strategic theme to which they relate:

### Patients

### *Excellence in healthcare*

**Strategic Objective:** *Develop and implement new models of care that deliver high quality patient care*

**Strategic Priorities:**

Year	Strategic Priorities
1	<ul style="list-style-type: none"> <li>• Open the new Urgent &amp; Emergency Care Centre</li> <li>• Evaluate integrated locality pilot and commence implementation</li> </ul>
2	<ul style="list-style-type: none"> <li>• Reconfiguration of emergency and assessment floor complete</li> <li>• Community bed base reconfigured</li> </ul>

### Colleagues

### *Engaged, accountable colleagues*

**Strategic Objective:** *Recruit, retain and develop a high performing, effective and motivated workforce*

**Strategic Priorities:**

Year	Strategic Priorities
1	<ul style="list-style-type: none"> <li>• Identify and recruit to the Top 30 key vacancies</li> <li>• Complete and implement the skill mix review of nursing and allied health professionals</li> </ul>
2	<ul style="list-style-type: none"> <li>• Sickness absence rates in line with upper quartile performance</li> <li>• Improve NHS National Staff Survey for Overall Engagement by 10%</li> </ul>

## Governance

### *Trusted, open governance*

**Strategic Objective:** *Embed an effective performance framework that drives accountability and provides transparency at all levels throughout the organisation*

**Strategic Priorities:**

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Year	Strategic Priorities
1	<ul style="list-style-type: none"><li>• Monthly information agreed and in place, SLM Maturity Assessment complete</li><li>• Quality governance review complete and recommendations agreed</li></ul>
2	<ul style="list-style-type: none"><li>• Service Line Management principles rolled-out to 20 service lines</li><li>• Data quality standards compete for all Divisional indicators</li></ul>

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## Finance

### *Strong financial foundations*

**Strategic Objective:** *Manage within our approved budget and reduce the underlying deficit*

**Strategic Priorities:**

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Year	Strategic Priorities
1	<ul style="list-style-type: none"><li>• Senior managers &amp; budget holders trained in financial management</li><li>• Deliver the financial plan</li></ul>
2	<ul style="list-style-type: none"><li>• Fully implement Patient Level Costing for all service lines / CSU's</li><li>• Demonstrate compliance and deliver against Carter Efficiency Plan</li></ul>

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## Partners

### *Securing the future together*

**Strategic Objective:** *Work with our partners to provide sustainable services for the population of Rotherham.*

## Strategic Priorities:

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Year	Strategic Priorities
1	<ul style="list-style-type: none"><li>• Enhanced Care Coordination Centre service model in place</li><li>• Evaluation of Integrated Locality pilot complete</li></ul>
2	<ul style="list-style-type: none"><li>• Community bed based reconfiguration complete</li><li>• Accountable Care System with Rotherham partners launched</li></ul>

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### 7.0 Operational Objectives

There are many actions which the Trust will take to move forward against the five-year strategy and deliver the operational plan. The Operational Objectives provide the key focus in year one. These are not intended to be exhaustive and are complimented by “business as usual” actions which take place routinely in order to deliver high quality services to the local population.

The Operational Objectives have been mapped to the Strategic Themes and are shown in table 1 below, along with the assigned Executive Lead and board (assurance) committee which will provide assurance to the Board of Directors regarding progress and risk of delivery.

Scoping documents are being finalised for each operational objective which will provide an overview of the operational objective including; context/background, scope, supporting action plans, high level milestones, key risks and accountability in terms of the named Executive and Operational Leads.

**Table 1: Operational Objectives**

No.		Operational Objective	Exec Lead	Board Assurance Committee
1.	Patients	Develop and implement the Quality Improvement Plan	CN	QAC
2.		Improve quality and access through the Emergency Department	DoST	STAC
3.		Implement assessment, ambulatory and frailty units and pathways	DoST	STAC
4.		Improve operational resilience across Urgent and Emergency Care Pathway	DoST	STAC
5.		Increase day case & elective surgery activity through revised pathways and collaborative working	DoST	STAC
6.	Workforce	Establish and adopt a quality / service improvement approach	DoST	STAC
7.		Recruit medical workforce to reduce reliance on locums and support new models of care	DoW	SWC
8.	Governance	Implement effective quality governance arrangements focussed on risk management, incidents and learning	CN	QAC
9.		Implement and undertake regular Clinical Service Reviews	MD	QAC
10.	Finance	Reduce Corporate overheads	DoF	FPC
11.		Implement theatre and outpatient efficiency programmes	DoST	FPC
12.		Identify and secure external funding to deliver enhanced digital solutions and estates investments	DoF	FPC
13.		Implement effective demand and capacity planning	DoF	FPC
14.	Partners	Complete pilot, evaluation and roll-out of the integrated locality model	DoST	STAC
15.		Reconfigure community bed base, intermediate care service, CCC and IRR (i.e. Year 2 of Rotherham Place Plan)	DoST	STAC
16.		Define, agree & test the integrated model of care for Children & Young People incl. transition to adult care	DoST	STAC

**Key:**

**MD:** Medical Director

**CN:** Chief Nurse

**DoST:** Director of Strategy & Transformation

**DoF:** Director of Finance

**DoW:** Director of Workforce

**QAC:** Quality Assurance Committee

**FPC:** Finance & Performance Committee

**SWC:** Strategic Workforce Committee

**TMC:** Trust Management Committee

**STAC:** Strategy & Transformation Assurance Committee

## 8.0 Enablers

The operational objectives are complimented by enablers. The enablers highlight areas of focus which address factors which have the potential, to significantly hinder and progress against the strategy and operational plan. The following Enablers have been identified and a supporting objective has been identified for each, which will be taken forward in year one, together with the operational objectives. The enablers are set out below:

**Enabler:** *Patient involvement and engagement*

**Supporting objective:** Implement a PALs service

**Enabler:** *Leadership, culture and colleague engagement (Internal)*

**Supporting objective:** Develop the Senior and Middle Managers and clinical leaders through a leadership programme

**Supporting objective:** Improve colleague engagement

**Enabler:** *Good quality information and improved forecasting*

**Supporting objective:** Introduce Service Line Management (incl. PLICS) and provide teams with core activity, financial and workforce information to deliver to plan

**Enabler:** *Modernise the workforce*

**Supporting objective:** Modernise the clinical workforce model to release time to care and optimise use of skills

**Enabler:** *Improved stakeholder communication and engagement (External)*

**Supporting objective:** Develop and implement a primary care engagement plan to support service development and delivery

The Enablers have been assigned an Executive Lead and board (assurance) committee which will provide assurance to the Board of Directors regarding progress and risk of delivery. This is shown in Table 2 below.

**Table 2: Enablers**

<b>No.</b>	<b>Enablers - Supporting Objective</b>	<b>Exec Lead</b>	<b>Board Assurance Committee</b>
A.	Patient involvement and engagement - Implement a PALS service	CN	QAC
B.	Leadership, culture and engagement (internal) - Develop the Senior and Middle Managers and clinical leaders through a leadership programme - Improve colleague engagement	DoW	SWC
C.	Good quality information and improved forecasting - Introduce Service Line Management (including PLICS) - Provide teams with core information to deliver to plan and	DoST	STAC
D.	Modernise the workforce - Modernise the clinical workforce model to release time to care and optimise use of skills	CN	SWC
E.	Improved stakeholder communication and engagement (external) - Develop and implement a primary care engagement plan to support service development and delivery	MD	SWC

**Key:**

**MD:** Medical Director

**CN:** Chief Nurse

**DoST:** Director of Strategy & Transformation

**DoF:** Director of Finance

**DoW:** Director of Workforce

**QAC:** Quality Assurance Committee

**FPC:** Finance & Performance Committee

**SWC:** Strategic Workforce Committee

**TMC:** Trust Management Committee

**STAC:** Strategy & Transformation Assurance Committee

Scoping documents are being finalised for each of the supporting objectives which, like the operational objectives, will provide an overview of the supporting objective

including; context/background, scope, supporting action plans, high level milestones, key risks and accountability in terms of the named Executive and Operational Leads.

## **9.0 Supporting Plans**

There are a range of supporting plans which are pivotal to the delivery of our five-year strategy and vision.

- Quality Improvement Plan
- Workforce Plan
- Governance Framework
- Financial Plan
- Estates Plan and Capital Programme
- Communication and Engagement Plan
- Digital Plan
- The Rotherham Place Plan
- 2 Year Operational Plan

## **10.0 Conclusion**

The Trust has a five year strategy in place to support achievement of the vision and mission, which identifies strategic themes and strategic objectives. In order to ensure the implementation of the strategy the operational plan identifies 16 operational objectives, each of which is supported by a scoping document and associated action plan(s). In addition, enablers have been identified which seek to anticipate and address key factors which could significantly hinder progress against the strategy. Supporting objectives have been identified for each enabler, each of which have a scoping document and associated action plans. Board assurance of progress against the operational objectives and the enablers will be achieved by the designated Board Assurance Committee.