


Agenda Item 7

		THE HEALTH SCRUTINY COMMITTEE FOR LINCOLNSHIRE	
Boston Borough Council	East Lindsey District Council	City of Lincoln Council	Lincolnshire County Council
North Kesteven District Council	South Holland District Council	South Kesteven District Council	West Lindsey District Council

Open Report by Jan Sobieraj, Chief Executive, United Lincolnshire Hospitals NHS Trust

Report to	Health Scrutiny Committee for Lincolnshire
Date:	23 November 2016
Subject:	United Lincolnshire Hospitals NHS Trust: 2021 Strategy and Change Programme

Summary:

The purpose of this report is to provide the Health Scrutiny Committee for Lincolnshire with an update on the development of United Lincolnshire Hospitals NHS Trust's *2021 Strategy and Change Programme* to deliver the strategy.

Actions Required:

The Health Scrutiny Committee for Lincolnshire to provide initial views on the development of United Lincolnshire Hospitals NHS Trust's *2021 Strategy and Change Programme*.

1. Background

United Lincolnshire Hospital's Trust (ULHT), like many other NHS Trusts, currently faces significant service and financial challenges which need to be balanced against maintaining the quality and provision of health care services for the communities of Lincolnshire.

ULHT is developing a 5 Year Strategy, the "2021 Programme" which will align to Lincolnshire's Sustainability and Transformation Plan (STP) and has agreed that this will be managed by the 2021 Programme Board. The Trust has identified six high level improvement priorities which are the foundations for the Trust to achieve future sustainability. Within the Trust, the 2021 Change Programme will be overseen by the 2021 Programme Board, led by the Chief Executive.

The purpose of this report is to share with the Health Scrutiny Committee the launch of an engagement exercise with the public, patients and staff to contribute to the development of our 2021 Programme.

Sustainability and Transformation Plan

Lincolnshire has worked together over the past three years to develop the Lincolnshire Health and Care Programme (LHAC), which is the Blueprint for future health and care services in Lincolnshire and our new model of care. The development of the STP over the last year has built on this strong foundation and is a major milestone in a very complex and extensive programme of work. The STP has been developed by cross-organisational working; much of its content has already been subject of engagement with the public and with stakeholders through the LHAC process, but there will be more consultation in the new year. The STP sets a foundation for a conversation with the people of Lincolnshire.

Developing our 5 Year Strategy

In developing ULHT's 5 Year Strategy, there has been work to ensure alignment with the STP.

There has been some initial consultation and engagement within the Trust and with key stakeholders to develop our outline ambitions and key priorities. This paper forms part of our initial open consultation to setting out the framework for our strategy, and will be followed up with consultation on our Strategy in the new year outlining what we will be delivering to meet the ambitions:

Our Services will: Be Centres of excellence
Be secure in Lincolnshire where possible
Get things right first time, valuing patient's time

Our Patients will: Want to choose us for their care and be our advocates
Shape how our services run

Our Staff will: Be proud to work at ULHT
Always strive for excellence and continuous learning and improvement
Challenge convention and improve care

These ambitions will be realised through the delivery of key priorities, which are being developed into improvement programmes. These programmes will be managed by the 2021 Change Programme which will provide the transformational change platform to enable the organisation to achieve future sustainability. The programmes are:

Redesign our clinical services to extend future sustainability by:

- Implementing our Clinical Strategy which will be aligned to the STP.
- Continuous clinical service review programme to identify improvement and benchmark against best practice.
- Redesign clinical pathways to improve patient care.

Productive Hospital to improve our Market Share seeing and treating more patients who currently access their elective care outside ULHT by:

- Urgent care redesign to release internal capacity.
- Protecting/expanding elective capacity.
- Improved theatre utilisation.
- Outpatient capacity improvement.

Review our workforce to address future gaps, design new roles and develop more flexible models of delivery by:

- Developing a detailed workforce plan for 2021.
- Developing recruitment and retention plans.
- Developing workforce intelligence systems.
- Education, training and skills development.
- Developing a Reward Strategy.

Improve productivity, efficiency and Estates to include:

- A 5 year efficiency programme.
- Implementing Lord Carter, **Getting It Right First Time**.

Improve staff engagement – deliver safer and better outcomes for patients by:

- Leadership development.
- Developing recognition strategies.
- Ensuring effective appraisals.
- Embedding values and behaviours.

Targeting quality improvement through:

- Mortality reduction.
- Meeting safe staffing levels.
- Improving patient safety.
- Improved hygiene and infection control.

2. Engagement

The development and delivery of the 5 Year Strategy will be underpinned by communication, engagement and consultation. So far:

- There has been initial engagement with our Locality Forums to socialise the draft ambitions and workstreams for the 5 Year Strategy and generate engagement in their development.
- There have been presentations provided to the Senior Leadership Forums within ULHT and through our Clinical Management Group.

The engagement and consultation plans are being finalised to support the 5 Year Strategy which will include a range of approaches:

- Communication utilising internal and external mediums.
- Staff surveys.
- Public facing surveys.
- Staff and patient focus groups.
- Series of internal and external presentations

Key questions will include:

1. **Are there some services that you think need to always be delivered locally, and why?**
2. **Are there services that you believe are better centralised, and why?**
3. **On what basis should we look at providing services in the community rather than at hospital?** (e.g. availability of staff, specialist imaging)
4. **We have six priorities for our plan. Can you give ideas of work we can do in each of these areas?**
 - Re-designing clinical services and how they are delivered
 - Being more efficient and productive
 - Freeing up capacity in our hospitals to care for more people within Lincolnshire instead of hospitals outside the county
 - Engaging and involving our staff more in what we do, leadership development and recognition.
 - Improving staff recruitment and education and training.
 - Improving the quality of services- focus on patient safety, infection control, safe staffing levels and reducing mortality
5. **How can ULHT reduce waste or save money?**
6. **How can we be more creative with our workforce to do things differently?**
Prompt – nurses, doctors, therapists, pharmacists
7. **Do you have any other ideas on how we could deliver services differently?**
(e.g. telehealth, use of video technology for some consultations, web chats)

3. Conclusion

The Health Scrutiny Committee is asked to:

- Note the approach to engagement to developing the Trust's 2021 Strategy.
- Invite, if appropriate, any comments or observations on the Trust's ambitions and priorities.

4. Appendices - These are listed below and attached at the back of the report

Appendix A	Presentation Slides
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5. Background Papers - No background papers within Section 100D of the Local Government Act 1972 were used in the preparation of this report.

This report was written by Jan Sobieraj, who can be contacted @lincolnshire.gov.uk

ULHT2021 – Overview

5 Year Strategy / 2021 Programme

Setting out our ambitions

Our Services

will:

- Be centres of excellence
- Be secure in Lincolnshire where possible
- Get things right first time, valuing patient's time

Our Patients

Will:

- Want to choose us for their care and be our advocates
- Shape how our services run

Our Staff

will:

- Be proud to work at ULH
- Always strive for excellence and continuous learning and improvement
- Challenge convention and improve care

How we will deliver it

Redesign our clinical services

- Implementing Clinical Strategy
- Continuous clinical service review programme
- Clinical pathway redesign

Improve our elective market share

- Urgent care redesign
- Protecting/expanding elective capacity
- Improved theatre utilisation
- Outpatient capacity improvement.

Review our workforce to address future gaps, design new roles and develop more flexible models of delivery

- Workforce plan for 2021
- Recruitment and retention plans
- Developing workforce intelligence systems
- Education, training and skills development
- Reward strategy

Improve productivity efficiency and Estates

- 5 year efficiency programme
- Carter, Getting It Right First Time

Improve Staff engagement – deliver safer and better outcomes for patients

- Leadership development
- Recognition strategies
- Effective appraisals
- Embedding values and behaviours
- Inclusion

Targeting quality improvement

- Mortality reduction, Safe staffing, Patient safety, Hygiene and infection control

ULHT2021 – How does it all link up

