

## 2015/16 Operational Plan

Council of Governors Session

10 March 2015







## Our Agenda

- Session objectives
- Look back at 2014/15
- Planning context for 2015/16
  - -STH Plan Headlines
  - Financial Plans
- Governor & Member Views
- Next steps



## Session objectives

In preparing the plan
 Directors must have regard
 to the views of the Council
 of Governors.

 The Council of Governors' role is to ensure that the interests of members and of the public are considered in this process.

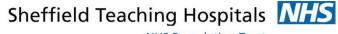
## Look back at 2014/15

Ensuring patients receive efficient, effective, high quality care and treatment	<ul> <li>Increasing referrals, consistently delivering more inpatient and outpatient activity than target, whilst reducing waiting times</li> </ul>
Maintaining a strong financial position on a sustainable basis	<ul> <li>Maintaining a strong financial position whilst delivering capital scheme and investments</li> </ul>
Developing Trust IT systems and the capability of staff to use them	<ul> <li>Poised to deliver the Transformation Through Technology programme (T3) in 2015</li> </ul>
Ensuring our workforce are highly skilled, effective and are cared for	<ul> <li>Now in the top 20% of Trusts for Staff who recommend STH as a place for treatment and to work</li> </ul>
Developing effective relationships with health and social care partners in Sheffield	<ul> <li>Joining up of Acute and Community pathways</li> </ul>
Communicating effectively with patients, carers and staff	<ul> <li>FFT scores show the vast majority of patients would recommend the Trust to their Friends and Family</li> </ul>



## Planning Context 2015/16

- 2014/15 Q3 Foundation Trusts Performance
  - Forecast end year-end net deficit in 2014/15 of £375m
  - 66 breached A&E waiting times compared to 33 at the same period last year
  - 31 failed cancer waiting time targets when compared to 16 in same period last year
  - 50 failed the referral to treatment (RTT) standards for admitted patients, whilst at the same time last year FTs had overall achieved the standards
  - 28 Trusts subject to formal regulatory action, 24 of the 28 are Acute Trusts



## 2015/16 Plan Headlines NHS Foundation Trust

- Continued increases in activity levels
- Pressure on healthcare targets & standards e.g. A&E, 18 weeks, 62 day Cancer, C Difficile
- Theatre capacity modelling and delivery
- Focus on delivering T3 programme including significant training for staff
- Ongoing working with Health and Social Care partners and developing new models of care e.g. new Musculoskeletal (MSK) services, Discharge to Assess, Right First Time
- Working with partner providers e.g. services that could be delivered in DGHs
- Progress specialised service developments e.g. SABR, TAVI Major Trauma Centre / Service
- To improve staff engagement (Listening into Action), appraisals and mandatory training
- Work to reduce high cost agency spending
- Medical workforce profiling
- Quality priorities focusing on improved management of complaints and reducing preventable harm
- To implement an Essential Maintenance Programme
- Ongoing integration of patient pathways across acute and community



## Financial Plan 2015/16

#### Context

- 5<sup>th</sup> Year of Austerity
- Growing 2014/15 Deficit in Acute Providers
- National Focus on DGHs and Specialised Services
- STH Broadly in Balance but Major Directorate Deficits Offset by Contingencies and N/R Gains
- Difficult Process re Tariff Payment System
  - Proposals Objected to by 75% of Providers
  - Choice of Improved 15/16 Tariffs or 14/15 Tariffs Less CQUIN (No Infrastructure Payment)
  - Both Options Unsatisfactory for Major Teaching Centres



## Financial Plan 2015/16

#### Current Position

- Assumes Deliver £28m Efficiency Savings plus £6m Gain on CNST Premiums
- Major Investments on T3 (£4m) and System Resilience (£1.8m) plus Other Pressures
- Income Losses on Tariff Changes (£3m), SIFT (£2.8m), Contract Losses (£5m assumed) and Marginal Rate on Specialised Services Growth (£9m).
- Significant Deficit
- Options to Reduce Largely re National Tariff Discussions and Contract Negotiations
- <sup>-</sup> Risks



## Capital Plans 2015/16 NHS Foundation Trust

- Normal Investments in Medical Equipment/ Estates, Hotel Services and Security Infrastructure
- Major Medical Equipment
  - 5<sup>th</sup>/6<sup>th</sup> MRI Scanners, 4 CT Scanner Replacements, 1 Linac Replacement, New and Replacement Cardiac Cath Labs
- Ward Refurbishments
  - RHH O1, WPH WAU/Ward 1
- IT T3 Programme (EPR/EDMS/CP) and Infrastructure
- Service Developments
  - Theatre Refurbs/Expansion, Haematology Single Rooms (O1),
     Helipad, SCBU, RHH Radiology, Huntsman Entrance and Aseptic Units

### Governor & Member Views for 2015/16

Ensuring patients receive efficient, effective, high quality care and treatment	<ul> <li>Ensuring the safety and dignity of patients</li> <li>Need to ensure sufficient staffing levels and good attitude of some staff</li> </ul>
Maintaining a strong financial position on a sustainable basis	<ul> <li>Issues regarding the use of agency staff and the cost of this</li> </ul>
Developing Trust IT systems and the capability of staff to use them	<ul> <li>Staff training needs to be ongoing.</li> <li>Concerns were expressed regarding the current duplication of paperwork</li> </ul>
Ensuring our workforce are highly skilled, effective and are cared for	<ul> <li>The need for all staff to have access to ongoing training and development</li> <li>The importance of valuing and caring for staff and that they need to be motivated</li> </ul>
Developing effective relationships with health and social care partners in Sheffield	<ul> <li>The importance of working together "joined up care".</li> <li>Concerns associated with delayed discharges and duplication of information requested from patients and their families</li> </ul>
Communicating effectively with patients, carers and staff	<ul> <li>Families need to be more involved in decision making regarding the patient's care</li> <li>Good communication is important to prevent errors and waste.</li> </ul>



# Governor and Member views

- A 'Free Text' box provided members to further considerations for 2015/16
  - Parking availability and cost
  - Care care of the elderly, mental illness and nutrition
  - Staff concern about staffing levels and shortages and ensuring effective work life balance
  - Finance avoiding privatisation and waste
  - Communications improving telephone access, ensuring efficient communication of test results to patients – positive and negative
- Discussion with Governors on the comments.

- Summary, next steps and close

- Good progress made in 2014/15
- Early 2015/16 planning has commenced with uncertainty for the NHS and impacts on STH as a major teaching hospital
- Governor and member engagement has been substantial
- Trust will continue to develop plans and incorporate governor and member comments into the plans being submitted for 2015/16