

2015/16 Operational Plan Council of Governors Session

10 March 2015



In hospital and in the community

proud to make a difference



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

- Increasing referrals, consistently delivering more inpatient and outpatient activity than target, whilst reducing waiting times

Maintaining a strong financial position on a sustainable basis

- Maintaining a strong financial position whilst delivering capital scheme and investments

Developing Trust IT systems and the capability of staff to use them

- Poised to deliver the Transformation Through Technology programme (T3) in 2015

Ensuring our workforce are highly skilled, effective and are cared for

- Now in the top 20% of Trusts for Staff who recommend STH as a place for treatment and to work

Developing effective relationships with health and social care partners in Sheffield

- Joining up of Acute and Community pathways

Communicating effectively with patients, carers and staff

- FFT scores show the vast majority of patients would recommend the Trust to their Friends and Family

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

- 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
 - 5th 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
 - Risks

Capital Plans 2015/16

- Normal Investments in Medical Equipment/ Estates, Hotel Services and Security Infrastructure
- Major Medical Equipment
 - 5th/6th 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

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| Ensuring patients receive efficient, effective, high quality care and treatment | <ul style="list-style-type: none">• Ensuring the safety and dignity of patients• Need to ensure sufficient staffing levels and good attitude of some staff |
| Maintaining a strong financial position on a sustainable basis | <ul style="list-style-type: none">• Issues regarding the use of agency staff and the cost of this |
| Developing Trust IT systems and the capability of staff to use them | <ul style="list-style-type: none">• Staff training needs to be ongoing.• Concerns were expressed regarding the current duplication of paperwork |
| Ensuring our workforce are highly skilled, effective and are cared for | <ul style="list-style-type: none">• The need for all staff to have access to ongoing training and development• The importance of valuing and caring for staff and that they need to be motivated |
| Developing effective relationships with health and social care partners in Sheffield | <ul style="list-style-type: none">• The importance of working together “joined up care”.• Concerns associated with delayed discharges and duplication of information requested from patients and their families |
| Communicating effectively with patients, carers and staff | <ul style="list-style-type: none">• Families need to be more involved in decision making regarding the patient’s care• Good communication is important to prevent errors and waste. |

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