

# OPERATIONAL PLAN 2017-19



**PROUD TO MAKE  
A DIFFERENCE**



We are pleased to present in the following pages a summary of our Operational Plan for 2017-19

# Welcome

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The NHS as a whole faces many financial and operational challenges but we are committed to ensuring patients are at the core of all the decisions we make.

We hope you enjoy reading this summary of our plans.

This Operational Plan builds on the aspirations we set out in our five-year Corporate Strategy, which is called 'Making a Difference'.

Then, as now, our ambitions are clear. We want to ensure the safety and quality of our care at all times, and we want to work in a much more integrated way with our partners whilst ensuring we spend money wisely.



*Andrew Cash.*

**Sir Andrew Cash OBE**  
Chief Executive



# Introduction

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At Sheffield Teaching Hospitals NHS Foundation Trust we remain committed to delivering good clinical outcomes and a high standard of patient experience both in our hospitals and in the community.

Thanks to the dedication and professionalism of our staff, volunteers and partners we have a strong track record in this area. We are never complacent and continually look to adopt best practice, drive innovation and most importantly learn and improve when we do not meet the high standards we have set for ourselves.

This drive for improvement is embodied within the Trust's Corporate Strategy 'Making a Difference'.

## The strategy outlines five overarching aims:

Our priority is to do all we can to continually implement quality improvement initiatives that further enhance the safety, experience and clinical outcomes for all our patients.

However, the NHS nationally is currently operating within a very tough financial climate and our Trust is also seeing unprecedented increases in demand for both emergency and planned care.

Our Operational Plan therefore reflects these challenges and opportunities and with the support

of our staff and partners we are addressing them by adopting new ways of working, forging partnerships with other health and social care providers and continuing to engage our staff by actively pursuing a culture of innovation and involvement.

It also reflects the strategic intent of the South Yorkshire & Bassetlaw Sustainability & Transformation Plan, and the Sheffield Place Based Plan. These capture ways of working with our partners and specific service changes, which are expected to evolve over the planning timeframe.



**Deliver the best  
clinical  
outcomes**



**Provide  
patient-centred  
services**



**Employ caring  
and cared for  
staff**



**Spend  
public money  
wisely**



**Deliver excellent  
research,  
education and  
innovation**

# Building on strong foundations

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The Trust was recently inspected by the Care Quality Commission (CQC) and has received an overall rating of 'Good' with many of our services highlighted as **'Outstanding'**.

Thanks to the professionalism and dedication of all our 16,000 staff, we have a reputation for delivering high quality care, effective leadership and innovation in both clinical and non clinical services.

This was reinforced when more than 80 inspectors from the Care Quality Commission visited our hospitals and community services.

The Care Quality Commission Chief Inspector of Hospitals described the Trust as having "a clear vision and strategy for delivering the highest standards of patient care with quality and safety as a key focus."

NHS Organisations are rated on the following five domains set by the CQC. Our Trust was rated as 'Good' in all of the domains below:

## Safe

People are protected from harm through avoidable deterioration, avoidable pressure ulcers, falls and medication errors.

## Responsive

Services are organised and provided to ensure they meet people's needs and recognise the demands on the healthcare system as a whole.

## Effective

The care and treatment we provide achieves good outcomes, promotes quality of life and is based on the best available practice and evidence.

## Well led

Having effective leadership which supports learning and innovation, which promotes a fair and open culture is essential to deliver lasting quality and service improvement.

## Caring

People are treated with dignity, respect kindness and compassion. They are encouraged to be involved in their care and have a say in how we deliver our services.

# Our Quality Plans

## The Trust's Quality Strategy underpins our five corporate strategic aims.

During 2017, the Trust aims to refresh the Quality Strategy to ensure the core principles remain aligned to local and national strategic approaches. The Trust's Annual Quality Report Objectives are developed in collaboration with our partners (Sheffield Healthwatch, Overview and

Scrutiny Committee, Commissioners, Council of Governors and Staff) and therefore include a combination of strategic issues and more operational concerns.

For the duration of the Quality Strategy (2012-17) the following goals remain in place:

Good progress has been made in achieving the Quality Report Objectives 2016/17, which focused on:

- Improving End of Life Care
- The environment at Weston Park Hospital.
- The importance of staff introducing themselves and checking the patient's identity against documentation.

Work is continuing to demonstrate improvement and sustained change in these areas.

### Objectives for the 2017/18 Quality Report

To ensure the Trust is constantly moving forward to improve our patient experience and care, new objectives for 2017/18 are to be selected.

As well as the quality areas outlined on this page, there are many more safety and quality projects taking place focusing on area such as preventing pressure ulcers, falls and safe surgery.

### Quality Goals

- ✓ Have patients that are satisfied with their care
- ✓ Maintain mortality rates expected of a Trust our size
- ✓ Prevent people from coming back to hospital within 28 days of discharge
- ✓ Reduce the average length of time people stay in hospital

We are one of the UK's biggest and most successful providers of hospital and community based healthcare.

## Activity

As well as the quality and experience of care being of a high standard, we aim for every patient to receive the right care, in the right place, at the right time. We have plans in place to help us achieve this.

We want to keep waiting times and waiting lists as low as possible and so during 2017-19 we will continue to put plans and processes in place to help us deliver important waiting time standards for our patients. This includes assessment, diagnosis and treatment times for cancer and other conditions. We will work hard to achieve the national standard that all patients should receive their treatment within 18 weeks or less of the referral from their GP.

As well as planned care, we want to ensure patients receive timely emergency care and are able to move smoothly through the different stages of their care without unnecessary delays.

As well as continuing to make improvements and changes within our own organisation we intend to work with our health and social care partners in the city to re-design the emergency care system across the city so that it is able to meet current and future demands.

Part of this work will be to ensure that there is sufficient community and social care provision to support effective discharge processes and to understand the wider plans for developing primary care resilience, which are aimed at reducing acute emergency demand.

We know that some patients are more susceptible to hospital admission because they have one or more long term health conditions. During the next few years we will continue to develop new ways of working combined with the use of technology, to support patients to better manage their long term conditions. This will help prevent them from reaching crisis points which often result in a hospital admission.

Our focus on developing seven day services will continue over the next two years and we will also be implementing a new End of Life Care strategy.

**FIVE**  
HOSPITALS 

**ONE OF THREE**  
major trauma centres in  
Yorkshire and the Humber 

**OVER 16,000** MEMBERS  
OF STAFF 

**OVER 2 MILLION**  
PATIENTS PER YEAR 

**OVER 150,000** ACCIDENT &  
EMERGENCY ATTENDANCES 

**£1 BILLION BUDGET**

**OVER 40** COMMUNITY LOCATIONS &  
CARE IN PEOPLE'S HOMES 

# Our People

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We want Sheffield Teaching Hospitals continue to be recognised as a great place to work as we know that happy staff leads to happy patients.

That is why 'employing caring and cared for staff' is one of the key aims and objectives in our Corporate Strategy 'Making a Difference'. We also aim to be seen as an 'employer of choice'.

As part of the work to achieve this, the Trust has invested considerably in staff involvement in the last few years and is also recognised as a centre of good practice for the way it uses staff Friends and Family testing to improve both staff and patient experience. During 2017-19 we will continue this approach to ensure our staff have a 'voice' in the organisation and are actively encouraged to be involved in improving and developing care/services.

We also have a robust Health and Wellbeing programme which we will continue to develop over 2017-19. This includes rolling out health checks for all staff over the age of 40 and offering a free flu vaccination for staff in all departments. We also provide a number of health and wellbeing services for staff including fast track access to physiotherapy, psychology and counselling services and stress management support such as a free mindfulness smart phone app.

As part of this we will continue to offer training and development opportunities to support staff at all levels to develop their skills and progress in their careers.

During 2017-19 the Trust plans to develop a new workforce strategy. We want this strategy to help us:

- Recruit, develop and retain a motivated and fulfilled workforce
- Develop workforce roles, skills, knowledge and structures to best support effective and efficient patient care, including the flexibility to deliver complex health care over 7 days, 24 hours, 365 days per year
- Equip our staff with the skills needed for the changing NHS environment
- Adapt and redesign our organisation to meet the changing needs of our workforce

At the heart of the workforce strategy will be a key principle which is to nurture, engage, develop and support our workforce from ward to Board.

We employ more than 16,000 staff and over 600 volunteers, many of whom were involved in setting the organisation's values - the shared commitment we have to our patients and each other:

- P**atient-first Ensure that the people we serve are at the heart of all we do
- R**espectful Be kind, respectful to everyone and value diversity
- O**wnership Celebrate our successes, learn continuously and ensure we improve
- U**nity Work in partnership and value the roles of others
- D**eliver Be efficient, effective and accountable for our actions

# Spending public money wisely

Every year since our Trust was formed we have made a small financial surplus or achieved a break even position. We are proud of our financial track record but we have not been complacent and indeed over the last 10 years we have delivered significant savings by being innovative in how we do things.

However, we know that the next two years will see the Trust continue to deliver care in a very challenging financial environment. This will stretch our abilities to break even given the level of funding and amount of efficiencies we are once again required to deliver.

Every NHS Trust has been given a 'Control Total' by NHS England and for Sheffield Teaching Hospitals NHS Foundation Trust in 2016/17 this figure is a £4.2m deficit. Of course we will do all we can to better this position but we have to take a realistic position in light of the current information available regarding funding. The Control Total for 2017/18 is currently set at achieving a break even position.

We have developed transformation plans led by our clinicians and our clinical directorates, which ensure the safety of our patients is paramount.

In 2016 we also launched the Making It Better programme, which is our improvement and efficiency programme. The Programme explores how we can make things better for patients, staff and the wider NHS. We will do this by developing new ways of delivering services or making changes which also seek to gain the very best value from the resources we have available.





### **The focus areas are:**

- Seamless surgery
- Excellent emergency care
- Outstanding Outpatients
- Transformation Through Technology
- Organisational Development
- Workforce Transformation
- Commercial, corporate and support services
- External partnerships

The recommendations of the Lord Carter Report on operational performance and productivity in English NHS acute hospitals have all been mapped to the various workstreams. We also continue to seek partnership opportunities via the South Yorkshire and Bassetlaw Sustainability and Transformation Plan work, the Working Together Vanguard and Shelford Group, particularly around clinical pathways, non clinical support services, estate, pathology, imaging and procurement. The Trust has relatively low levels of agency staffing costs but never the less will continue to drive costs down.

Whilst we will be seeking to make best use of our resources to ensure as positive financial position as possible, we also have a duty to ensure we maintain our buildings and equipment in order to continue to provide the patient care expected of us.

### **Therefore over the next 2 years we will make investments to:**

- replace appropriate medical equipment,
- refurbish wards at Weston Park Cancer Centre,
- develop a new Cataract Unit, and Frailty Unit
- Provide additional theatres and refurbishment of existing theatres at the Royal Hallamshire Hospital as well as further work on Cardiothoracic Theatres at the Northern General Hospital.

We will also continue to push forward with the implementation of new technology systems, which were initiated in 2016/17.

**The past year has been a challenging one for the Trust both in terms of more demand for our services, but also increased costs.**

# Partnerships

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We believe the future shape of the NHS will see more integration and partnership working across organisations. This has been a feature at Sheffield Teaching Hospitals NHS Foundation Trust for some years as exemplified by the integration of community services within our organisation and the stronger interface with GPs and social care colleagues across the city.

We know that to design and deliver integrated and joined-up pathways for patients across the range of care modalities and settings requires a different approach to how health care has been delivered traditionally and joint discussion and working with partner providers is essential for success.

This partnership way of working will move further ahead in the coming years as we work at a sub-regional level with health and social care organisations across South Yorkshire

and Bassetlaw to develop and implement changes emanating from the South Yorkshire and Bassetlaw Sustainability and Transformation Plan.

The plan sets out the vision, ambitions and priorities for the future of health and care in the region and is the result of many months of discussions across the South Yorkshire and Bassetlaw Sustainability and Transformation Plan partnership, including with patient representative groups and the voluntary sector.

The goal is for everyone in South Yorkshire and Bassetlaw to have a great start in life, with support to stay healthy and live longer.

Within the plan there are eight priority areas

- Healthy lives, living well and prevention
- Primary and community care
- Mental health and learning disabilities
- Urgent and emergency care
- Elective care and diagnostics
- Maternity and children's services
- Cancer
- Non clinical support functions



Further information about the South Yorkshire and Bassetlaw Sustainability and Transformation Plan can be found at [www.smybndccgs.nhs.uk/what-we-do/stp](http://www.smybndccgs.nhs.uk/what-we-do/stp).

A key part of delivering this vision for the benefit of our patients will be continuing the work already underway through our involvement in the Working Together Vanguard partnership. The Working Together Vanguard involves the seven NHS Trusts in South Yorkshire, Mid Yorkshire and North Derbyshire. The partnership aims to strengthen each organisation's ability to deliver safe, sustainable and local services.

The Partnership is one of the NHS national Vanguard sites, each of which takes a lead on the development of new care models which will act as the

blueprints for the NHS moving forward and the inspiration to the rest of the health and care system.

We are also excited to be working with technology companies over the next two years as part of the Perfect Patient Pathway Test Bed. The Test bed is one of seven nationally which are driving the use of technology to support patients.

The Sheffield City Region Perfect Patient Pathway Test Bed aims to benefit patients with multiple long term conditions through combining and integrating innovative technologies and pioneering service designs, to keep patients well and independent and avoiding unnecessary hospital attendances.

The goal is for everyone in South Yorkshire and Bassetlaw to have a great start in life, with support to stay healthy and live longer.



**Communications Department**

Sheffield Teaching Hospitals

8 Beech Hill Road

Sheffield

S10 2SB

Tel: 0114 2713453

[www.sth.nhs.uk](http://www.sth.nhs.uk)

