

Cover page

Meeting	Board of Directors
Paper Title	Operational Plan 2020/21
Date of meeting	28 May 2020
Date paper was written	22 May 2020
Responsible Director	Interim Director of Strategy and Planning
Author	Chris Preston
Executive Summary	
<p>This paper proposes the key plan objectives for 2020/21, outlines the draft Quality Priorities for 2020/21 and describes the next steps in the Trust's Operational Planning process (see attached appendix).</p> <p>It is recommended that the Trust Board approves the key plan objectives for 2020/21, notes the draft quality priorities for 2020/21 and supports the proposed approach to operational planning.</p>	
Previously considered by	Board meeting in April

The Board (Committee) is asked to:

<input checked="" type="checkbox"/> Approve	<input type="checkbox"/> Receive	<input checked="" type="checkbox"/> Note	<input type="checkbox"/> Take Assurance
To formally receive and discuss a report and approve its recommendations or a particular course of action	To discuss, in depth, noting the implications for the Board or Trust without formally approving it	For the intelligence of the Board without in-depth discussion required	To assure the Board that effective systems of control are in place

Link to CQC domain:

<input type="checkbox"/> Safe	<input type="checkbox"/> Effective	<input type="checkbox"/> Caring	<input type="checkbox"/> Responsive	<input checked="" type="checkbox"/> Well-led
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Link to strategic objective(s)	<input type="checkbox"/> PATIENT AND FAMILY Listening to and working with our patients and families to improve healthcare <input type="checkbox"/> HEALTHIEST HALF MILLION Working with our partners to promote 'Healthy Choices' for all our communities <input checked="" type="checkbox"/> LEADERSHIP Innovative and Inspiration Leadership to deliver our ambitions <input type="checkbox"/> OUR PEOPLE Creating a great place to work
Link to Board Assurance Framework risk(s)	BAF risks 1186, 1134, 1533, 1746, 423 and 859

Equality Impact Assessment	<input checked="" type="radio"/> Stage 1 only (no negative impact identified) <input type="radio"/> Stage 2 recommended (negative impact identified and equality impact assessment attached for Board approval)
Freedom of Information Act (2000) status	<input checked="" type="radio"/> This document is for full publication <input type="radio"/> This document includes FOIA exempt information <input type="radio"/> This whole document is exempt under the FOIA
Financial assessment	No financial impact

OPERATIONAL PLAN 2020/21



Proud To **Care**
Make It **Happen**
We Value **Respect**
Together We **Achieve**

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- Quality priorities
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Key objectives for 2020/21

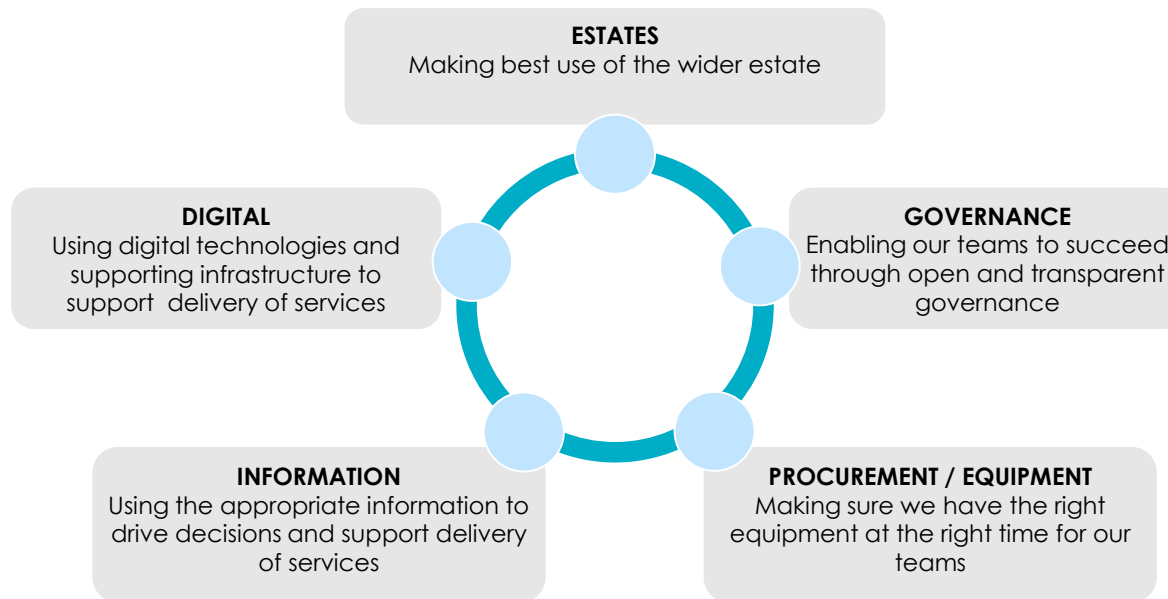
Key Objectives 2020/2021	Type of Objective	Executive Sponsor	Board Assurance Committee
Restore patient services safely and as quickly as possible (COVID19)	Operational	Chief Operating Officer	COVID-19 Assurance Committee
Deliver quality improvement plan (including Emergency Department improvements, CQC actions) and quality priorities	Operational	Chief Nurse	Quality and Safety Assurance Committee
Implement Maternity Improvement Plan	Operational	Chief Nurse	Maternity Assurance Committee
Reduce nursing vacancies (including overseas recruitment)	Operational	Director of Workforce	Workforce Assurance Committee
Increase staff engagement	Operational	Director of Workforce	Workforce Assurance Committee
Establish sound financial foundations, deliver the financial plan (including CIP targets)	Operational	Director of Finance	Finance and Performance Assurance Committee
Increase virtual outpatients capability and provision	Transformational	Medical Director	Finance and Performance Assurance Committee
Develop and implement enhanced SDEC services	Transformational	Chief Operating Officer	Finance and Performance Assurance Committee
Develop OBC for the Hospital Transformation Programme	Transformational	Director of Strategy and Planning	Sustainability Assurance Committee
Improve quality and timeliness of performance information	Transformational	Director of Strategy and Planning	Sustainability Assurance Committee
Improve service sustainability – [agree two clinical services that are priorities for improvement and implement plans]	Transformational	Medical Director	Quality and Safety Assurance Committee

Over the next month we will be working with each Executive Sponsor to develop a detailed scope for each objective and to clarify the timing of key milestones during the year.

This information will be used to manage delivery performance and will be populated into a 2020/21 'plan on a page'.

Supporting functions and interdependencies

- The functions that provide ‘enabling’ support (including, digital, estates and procurement) will play a key role in underpinning the successful delivery of all of our objectives
- **Enabling requirements** will be clarified further as we develop our plans on a page for each of our main objectives. Corporate teams (such as Estates, Digital, Procurement) will play an **active part** in this development to ensure that due consideration is given to these requirements and also that plans are **fully aligned**
- The identification and appropriate management of **interdependencies** across the programmes will also be critical to delivering successful outcomes e.g. supporting and aligning with health system priorities and work programmes



Draft Quality Priorities

- **Safety**

- Recognise and respond to the deteriorating patient (Sepsis)
- Learn from serious incidents and reinforce our safety culture
- Deliver the key requirements for Infection Prevention and Control

- **Effectiveness**

- Ensure learning from deaths through enhanced mortality review processes
- Improve processes that support implementation of NICE guidance
- Focus on referral to treatment times on the cancer pathway

- **Experience**

- Patient experience and community engagement
- Responsiveness and learning from complaints
- Transitional care from Child to Adult

Approach to Operational Planning

Planning update for 2020/21

- Financial block arrangements have now been confirmed for the first seven months of the year which are designed to enable each Trust to break-even
- Activity levels over the coming months are expected to continue to be heavily impacted by COVID19 – lower A&E attendances, reduced referrals, lower elective activity etc.
- Various factors including workforce availability, social distancing measures, patient behaviours etc. are continuing to impact the delivery of patient services

Restoration and Recovery Programme

- The Trust has now commenced work on a Restoration and Recovery plan that will describe how and when services will recommence during 2020/21
- Planning will follow national guidance (including the Operating Framework)
- One of the key outputs of this programme will be a revised Operational Plan for 2020/21

Key inputs/factors that will influence the shape of the plan include:

- Highest priorities for patient care (e.g. cancer pathways)
- National guidance (as updated on a regular basis, next instalment expected end May)
- Workforce availability and constraints
- Infection Prevention and Control constraints (including ongoing social distancing requirements)
- PPE and medicine availability
- Diagnostic and testing capacity

Next steps

Action	By Who	By When
Develop detailed scope and timelines for key objectives – Each Executive Sponsor/Business Owner to complete detailed scoping and finalise milestones	Relevant Director	End of June
Develop revised Operational Plan - Restore and Recovery Steering Group to confirm activity, performance, workforce and finance plans for remainder of 2020/21 (in line with national guidance and factoring in COVID19 impact)	Nigel Lee	End of July
Develop Communications and Engagement Plan - Develop engagement plan and event schedule for 2020/21 (key stakeholders, leaders, teams and staff members)	Julia Clarke Rhia Boyode	End of June