

## 2021 Programme Update

1. The purpose of this report is to provide the Trust Board with an update on progress towards the development of our medium term strategy and programme.

2. Background

2.1 Our emerging strategy is founded upon three board ambitions, where:

Our services will:

- Be a national centre for 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
- Strive for excellence and continuous learning and improvement
- Challenge connection and improve care.

3. The 2021 programme

3.1 Our 2021 programme proposes five major priorities for improvement which will, in the medium term, make significant progress towards meeting these ambitions. This programme will align to Lincolnshire's Sustainability Transformation plan (STP) with any requirements for public consultation being taken forward as part of the STP.

3.2 The five priorities for improvement are

3.2.1 At the centre of our improvement priorities is **quality and safety improvement**. In addition the other four priorities will all make a positive contribution to improving the quality and safety of care for our patients. Additionally our focus on quality and safety will:-

1. Identify quality and safety improvement themes; and
2. Set our plans to delivery sustainable change to reduce variation or patient harm.

3.2.2 **Redesigning our clinical services** to ensure future sustainability. We aim to do this by

- Implementing our clinical strategy through the STP

- Continuously reviewing our clinical services to identify improvement opportunities benchmarked against best practice; and
- Reviewing clinical pathways

3.2.3 To increase **productivity** in our hospitals by

- Improving how the Trust and other Health and Social partners see and treat urgent care patients; releasing bed capacity to:
- See and treat more patients awaiting their planned (elective) care treatment. This would go hand in glove with:
- Making better use of our expensive theatre resources; and
- Improving our capacity to see and treat patients in our outpatient environments.

3.2.4 Developing and implementing a '**people**' strategy (for our workforce and volunteers) which

- Sets out our workforce numbers and skills plans (through developing new roles and capabilities, recruitment and retention, talent management)
- Engaging better with our workforce (through our agreed visions and values, building Trust and listening to the staff voice, improving leadership, promoting health and wellbeing, reward and recognition and staff empowerment).

3.2.5 **Improving efficiency**, including the use of our estate

3.3 Our 2021 programme is shown diagrammatically in Appendix I

3.4 The proposed ambitions (in 2.1 above) and improvement priorities (in 3.2 above) are initial working assumptions at this stage and will be tested and firmed up as part of our planned comms and engagement approach both internally and externally.

4. Progress to date

4.1 In late 2016/17 the Trust Board agreed an investment package to support the change and programme management structure to support the 2021 programme. Recruitment to these additional posts is in progress.

4.2 The SRO of each of the priority improvement areas have drafted 'first cut' 5 year milestone plans which will now be refined into individual project scopes with clearly identified benefits and measurable outcome measures.

- 4.3 An initial piece of work is being undertaken to translate our initial thinking into the Trusts long term financial model, as a basis for constructing a longer term financial recovery plan.
- 4.4 Terms of reference for the Quality and Safety Improvement Board, to oversee the quality and safety improvement priority have been agreed. These are attached for information (Appendix II)
- 4.5 A communications and engagement plan has been agreed. Some initial engagement activities have taken place internally to establish our initial thinking about aims and improvement priorities; as well as some initial engagement with the Lincolnshire Heath Scrutiny Committee and Healthwatch Lincolnshire. Over the last few months we have engaged extensively with the public - over 1,300 people including ULHT members, 45 community groups, and members of the public via meetings and surveys.

However, the staff engagement plan attached (Appendix III) describes our full engagement activities launched on 13 March 2017

## 5. Recommendation

The Trust Board is asked to note progress.