

Trust Board meeting 20 November 2008

TB2008.78

| | | | | |
|-------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------|--------|-------------|
| Subject | Business planning 2009/2010 - strategic framework | | | |
| Purpose of paper | To put forward a strategic framework for the development of the 2009/10 business plan. | | | |
| Board Lead(s) | Mr Andrew Stevens, Director of Planning & Information | | | |
| Background papers (if any) | ORH - Business plan 2008/09 ORH - Integrated Business Plan DoH - High quality care for all NHS South Central - Towards a healthier future Oxfordshire PCT - Draft strategic plan 2008 - 13 | | | |
| Action/decision required | To endorse the strategic framework for the development of the 2009/10 business plan. | | | |
| Key purpose | <u>Strategy</u> | Assurance | Policy | Performance |
| Strategic Goal(s) | All. | | | |
| Strategic Objective(s) | All. | | | |
| Links to: Board Assurance Framework/ Trust Key Risks/Annual Health Check element(s) | The Trust's business plan objectives will be integrated into the BAF. Risks to the achievement of the objectives will identified through the Trust's business planning and risk management processes. | | | |
| Also considered by | Not applicable | | | |
| Resource and financial impact | The business plan is the key mechanism for the development of service, resource and financial plans. | | | |
| Consideration of legal/equality/diversity/engagement issues | The Trust's business plan will be subject to consultation among key stakeholders. It aims to take fully into account key stakeholders' own plans. It also provides a vehicle through which the Trust's equality and diversity goals can be progressed. | | | |
| Acronyms and abbreviations used | | | | |

Business Planning 2009/2010 – Strategic Framework

Introduction

1. The purpose of this paper is to set the strategic framework for the development of the Trust's business plan for 2009/2010.
2. The paper:
 - Describes the strategic context for the 2009/2010 business plan, focusing particularly on the Next Stage Review and the PCT's draft strategic plan for 2008 to 2013.
 - Reviews the Trust's strategic objectives in the light of this strategic context.
 - Outlines the business planning process.
 - Sets out an initial draft of the Trust's business plan objectives for 2009/2010.
3. The key document that sets out the business planning framework for the NHS is the annual operating framework. However, the publication of this document has been delayed. In order to meet the business planning timetable within the Trust, it is important that the process commences in advance of the publication of the operating framework. Once the framework has been made available it will need to be incorporated within the business planning process.

NHS Next Stage Review (The Darzi Report)

4. Core to the strategic planning context within the NHS is High Quality Care for All, the NHS Next Stage Review final report that was published on 30 June 2008.
5. The report focuses on three key themes:
 - High quality care for patients and the public.
 - Quality at the heart of the NHS.
 - Working in partnership with staff.
6. In seeking to promote high quality care for patients and the public, the review puts forward new measures to:
 - Strengthen the focus of the NHS on wellbeing and prevention services.
 - Give patients more rights and control over their own healthcare including the extension of patient choice and the development of a more personalised approach to the provision of healthcare.

The Trust's business plan for 2009/10 will identify opportunities for the Trust to contribute to the wider public health agenda set out by the PCT. Customer focused patient care objectives will seek to enhance the engagement of staff in their care pathways.

7. In order to put quality at the heart of the NHS the review:

- Strengthens the focus on independent quality standards and clinical priority-setting and introduces incentives at both an organisational and an individual level to reinforce quality improvement.
- Strengthens the involvement of the clinicians in decision-making at every level of the NHS.
- Introduces mechanisms to promote innovation.

The implementation of the patient safety strategy will be advanced in 2009/2010. The organisational development work associated with the Foundation Trust application, the development of the Academic Health Sciences Centre and the roll-out of service line management will further strengthen the role of clinicians in the planning and management of clinical services. Enhancing the processes for innovation in health care is at the core of the vision for the AHSC. This will build on clinic innovations in Oxford such as the Trust's leading stroke service and the development of primary angioplasty.

8. The measures put forward by the review to strengthen working in partnership with staff include:

- Enhancing leadership particularly among clinicians.
- Developing a clear focus on improving the quality of NHS education and training.

The benefits of developing an AHSC will be exploited to secure advances in education and training across the health care system.

9. High Quality Care for All built on the foundations set in the NHS Next Stage Review planning work undertaken within each of the strategic health authorities. Within NHS South Central, this work was focused on eight clinical pathway groups covering the following areas:

- Staying healthy.
- Maternity and newborn.
- Children and young people.
- Long term conditions.
- Acute care.
- Planned care.
- Mental health.
- End of life care.

10. The report from each of these groups provides a framework within which clinical strategies will be developed. The South Central report entitled "Towards a Healthier Future" also set out twelve ambitions that underpinned the work of the clinical pathway groups. These ambitions are reproduced in Appendix A.

Oxfordshire Primary Care Trust Strategy 2008-2013

11. The Oxfordshire Primary Care Trust is currently updating its strategy and is consulting on the NHS Oxfordshire draft strategic plan 2008-2013.
12. The draft strategic plan sets out five strategic goals. These are to:
 - Ensure that the core services purchased from primary and secondary care providers continually improve to meet changing health needs, giving patients optimum access to satisfactory, timely, high quality care that also offers good value for money.
 - Improve health outcomes and promote independence for the following key population groups:
 - Older people.
 - Those with long term conditions.
 - People with mental health problems.
 - Children and families living in areas of deprivation.
 - Improve access to health services by increasing the commissioning of integrated whole care pathways that create a proportionate and appropriate shift of activity from hospital into primary and community care settings.
 - Help more local people of all ages to make sustainable healthy lifestyle choices.
 - Reduce health inequalities in Oxfordshire by improving health outcomes for people living in wards with the highest mortality rates at a greater rate than for the PCT population as a whole.
13. The PCT proposes to deliver this strategy through a targeted set of twelve substantial initiatives. These are designed to improve the quality of care provided to patients and to improve health outcomes. They are also intended to make a contribution to managing demand for secondary care services. These initiatives are:
 - a) Effective resource management in both secondary and primary care.
 - b) Breaking the cycle of deprivation.
 - c) Securing a better deal for older people and commissioning excellence in long term conditions.
 - d) Improving mental health outcomes and services.
 - e) Choosing healthy lifestyles.
 - f) Protecting our health.
 - g) End of life care.
 - h) Specialist commissioning.
 - i) Urgent and immediate care.
 - j) Delivering solutions for better health to the people of Banbury.
14. The PCT has indicated that it only expects to have available limited growth in 2009/2010. Initial indications are that the percentage growth will be around 2%. The PCT has, therefore, stated that, given this resource outlook and the framework

provided by its strategic plan, the starting point for the 2009/2010 commissioning round will be the activity and income levels within the 2008/2009 contract. This will be an important parameter within which the Trust will be required to plan.

15. The draft business objectives for 2009/2010 seek to address the PCT's strategic goals and the initiatives designed to deliver these goals, with a particular emphasis on supporting demand management, strengthening collaborative working and contributing to the wider public health agenda.

Trust strategic objectives

16. The Trust has reviewed its strategic objectives as part of the development of the Foundation Trust integrated business plan and long term financial model. The strategic objectives therefore provide the strategic framework within which the 2009/2010 business plan will be developed.
17. In the light of the direction of travel set out in the NHS Next Stage Review, it is proposed that in 2009/2010 the strategic objectives relating to quality of care and safety and customer focussed patient care are prioritised.
18. To support the delivery of the PCT's strategic objectives it is also recommended that within the core services strategic objective there is an emphasis on optimising the Trust's contribution to the PCT's strategic initiatives.

Business planning process

19. The Trust's detailed business planning process for 2009/2010 has commenced. Planning guidance has been sent out to each of the Trust's directorates. This guidance builds on:
 - The Trust's integrated business plan – this provides the strategic framework for the development of individual directorate plans.
 - The long term financial model – the model provides the activity and financial parameters for the development of individual plans.
 - The service line management pilots – the process and format of directorate business planning has been shaped by the work undertaken within the two service line management pilots in Cardiac Services and Womens and Sexual Health Services.
 - The requirements of the Auditors Local Evaluation (ALE).
20. The business planning process is integrated into the performance management process, a key vehicle in which will be the strengthening of the accountability review arrangements that have been put in place.
21. Appropriate consultation will take place with key stakeholders.
22. The final Trust business plan will be brought to the Trust Board for final sign off in March 2009.

Business planning objectives

23. The draft business planning objectives for 2009/2010 are set out in Appendix B.

24. Within the strategic context provided by the Trust's integrated business plan and long term financial model, the final report of the NHS Next Stage Review and the Oxfordshire Primary Care Trust's draft strategic plan, key themes within the business objectives for 2009/2010 are:

- A proposed prioritisation of the objectives that fall within the quality of care and safety and customer focused strategic objectives.
- An emphasis on ensuring that planned activity levels are consistent with commissioner plans.
- The strengthening of GP/primary care collaboration both in general and across a range of specific patient pathways.
- Optimisation of the Trust's contribution to the wider public health agenda.
- Full and effective engagement in the Better Healthcare for Banbury and the Surrounding Areas Programme.
- The development of cancer and cardiac services to support the new facilities.
- The advancement of the development of an academic health sciences centre.
- Given the difficult financial outlook, the development of robust performance improvement and cost reduction plans both for 2009/2010 and for future years.

Conclusion

25. The Trust Board is asked to:

- Note the strategic context within which the 2009/2010 business plan will be developed.
- Endorse the Trust strategic objectives and the proposed prioritisation of the quality of care and safety and customer focussed patient care objectives.
- Endorse the key themes for the Trust business planning objectives for 2009/2010.

Andrew Stevens
Director of Planning & Information
10 November 2008

**NHS South Central
Towards a Healthier Future**

Ambition 1

We will maximise the potential for health by ensuring that risk of illness is regularly and systematically evaluated for all in order to identify the need for preventative care.

Ambition 2

We will ensure that every clinical or social care encounter provides an opportunity for prevention as well as treatment.

Ambition 3

We will encourage patients to be partners in their care, taking responsibility for their own health and treatment with the guidance and help of professionals.

Ambition 4

We will commission services that are based on the best evidence and practice to ensure high quality care and good outcomes for patients.

Ambition 5

We will engage the public in decision-making about priorities in healthcare provision. This may result in legitimate geographical variations in services.

Ambition 6

We will offer real choice to patients within the framework of services we commission. We will support patients in exercising choice by providing better access to clinical and other information to help them make decisions that will achieve the best care and outcome for them.

Ambition 7

We will ensure that all healthcare settings are safe and clean and offer a high standard of personalised care.

Ambition 8

We will ensure that patients have access to services through a single point and that they are not left alone to manage their care; they will have a key professional assigned to coordinate their care and to help them navigate seamlessly through the care system.

Ambition 9

We will ensure that patients have access to continuously improving services and to the most appropriately skilled clinicians, who apply the right skills and techniques at the right time, for them to receive the best care regardless of where they live.

Ambition 10

We will ensure that all patients have faster access to the services they need, including therapy services; we will match speed of access to patient need to enable maximum independence and mobility.

Ambition 11

We will minimise our carbon footprint and actively promote the sustainable use of resources by ourselves and our partners in the community.

Ambition 12

We will ensure that we consider in advance the impact of what we do on all sections of the community and work to minimise the health effects of disadvantage.

Draft business planning objectives - 2009/2010

| STRATEGIC OBJECTIVE | SERVICE AREA | BUSINESS OBJECTIVE |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Defining Services - to consolidate and advance the international status of the Trust's defining services | <ul style="list-style-type: none"> • Cancer centre • Heart centre • Gastroenterology/endoscopy • Transplantation | <p>To implement the cancer services marketing action plan.</p> <p>To open the heart centre and to progress the cardiac services marketing action plan.</p> <p>To develop a joint clinical and academic strategy for gastroenterology services.</p> <p>To consider the development of transplantation as a defining service.</p> |
| Core Services - to provide high quality, efficient and innovative core services that meet the needs of local patients and the challenges of the local community | <ul style="list-style-type: none"> • Activity • GP/primary care collaboration • Horton • Stroke • Diabetes • End of life care • Day case services | <p>To ensure planned activity levels are consistent with commissioner plans.</p> <p>To strengthen GP/primary care collaboration.</p> <p>To contribute fully to the Better Healthcare Programme.</p> <p>To develop a co-ordinated strategy for the stroke pathway.</p> <p>To implement the new planned model of care.</p> <p>To develop and implement an action plan for the strengthening of end of life care across the Trust.</p> <p>To assess the model for the delivery of day care.</p> |

| STRATEGIC OBJECTIVE | SERVICE AREA | BUSINESS OBJECTIVE |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Specialist Services – To continue to strengthen the Trust’s portfolio of specialist services and to consolidate and extend the catchment area from which patients for specialist services are drawn | <ul style="list-style-type: none"> • Transplantation • Urology • Vascular services • NICU | <p>To develop transplantation services.</p> <p>To develop urological services.</p> <p>To develop a clinical network for vascular services.</p> <p>To advance the strategy for NICU services.</p> |
| Emerging Services – to identify, evaluate, prioritise and nurture emerging services | <ul style="list-style-type: none"> • Horizon-scanning process • BRC • PET/Cyclotron • New laboratory technologies • Translation process • Dementia | <p>To construct a process for identifying and evaluating emerging services.</p> <p>To enhance the role of the BRC in the strategy for emerging services</p> <p>To install and commission the PET scanner and develop a joint strategy for the PET/cyclotron strategy.</p> <p>To develop a strategy for new technologies within laboratory services.</p> <p>To develop and pilot a translation process.</p> <p>To develop a strategy for dementia services.</p> |
| Platform Services – to ensure that the development of platform services parallels and advances the strategy for clinical services, ensuring that platform services contribute to optimising the efficiency and customer focus of the Trust. | <ul style="list-style-type: none"> • Cancer centre • Health care acquired infections • Critical care strategy • JR Theatres | <p>To establish the imaging facility within the Cancer Centre.</p> <p>To implement the business cases for the laboratory component of the Trust’s strategy for infection control.</p> <p>To develop a critical strategy for the Trust.</p> <p>To develop plans for the upgrading of theatres at the JR.</p> |

| STRATEGIC OBJECTIVE | SERVICE AREA | BUSINESS OBJECTIVE |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| | <ul style="list-style-type: none"> • Service model | To review the service model for the provision of platform services. |
| Academic Health Sciences Centre - to develop the Trust's role as an academic health sciences centre of international standing working in partnership with the University of Oxford | <ul style="list-style-type: none"> • AHSC bid • AHSC work programme | <p>To develop the AHSC bid.</p> <p>To progress the work programme to advance the AHSC.</p> |
| Quality of Care and Safety - to provide demonstrably excellent clinical outcomes and indicators of patient safety | <ul style="list-style-type: none"> • Patient safety strategy • Health care acquired infections • Darzi | <p>To implement the Trust's patient safety strategy.</p> <p>To continue to reduce the number of healthcare acquired infections.</p> <p>To develop the Trust's response to the quality proposals aspects of the Next Stage Review.</p> |
| Customer Focused Patient Care - to improve the overall patient experience by offering excellent customer care. | <ul style="list-style-type: none"> • Patient feedback strategy • GP/primary care collaboration • Clinical networks | <p>To implement the patient feedback strategy.</p> <p>To strengthen GP/primary care collaboration.</p> <p>To strengthen clinical networks.</p> |
| The Role of the Trust in the Healthcare System - to maximise the Trust's contribution to the health and wellbeing of the local community. | <ul style="list-style-type: none"> • Activity planning • GP/primary care collaboration • FT membership • Horton • Emergency planning • Public health agenda | <p>To ensure planned activity levels are consistent with commissioner plans.</p> <p>To strengthen GP/primary care collaboration.</p> <p>To ensure that the FT membership is used to strengthen stakeholder engagement.</p> <p>To contribute fully to the Better Healthcare Programme.</p> <p>To contribute to the strengthening of emergency planning.</p> <p>To strengthen the Trust contribution to the public health</p> |

| STRATEGIC OBJECTIVE | SERVICE AREA | BUSINESS OBJECTIVE |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| | <ul style="list-style-type: none"> • Emergency care • Priority setting • Demand management | <p>agenda including screening services.</p> <p>To continue to contribute to the improvement of emergency care pathways.</p> <p>To assist the PCT in the setting of priorities within the system's constrained financial parameters.</p> <p>To assist the PCT in strengthening demand management.</p> |
| <p>Organising for Strategic Advantage - to become a strategic, high performing and agile organisation supported by efficient and patient-focused clinical processes, modern systems and business processes</p> | <ul style="list-style-type: none"> • Performance improvement and cost reduction • Service line management • Patient level costing • Care records service • FT/AHSC | <p>To implement the PICRP for 2009/10 and develop plans for 2010/11 and 2011/12.</p> <p>To roll out service line management.</p> <p>To implement patient level costing.</p> <p>To plan for the implementation of the Care Records Service.</p> <p>To achieve FT/AHSC status.</p> |