

ANNUAL PLAN 2016/17: MID YEAR REVIEW – REPORTING

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| RAG Key: | red | Slippage from plan | amber | Potential risks to achievement | green | Progress as per plan |
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| 2016/17 ANNUAL PLAN OBJECTIVES AND PRIORITIES | REPORTING TO BOARD/COMMITTEE | RAG RATING |
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| 1. STRATEGIC CONTEXT 2016/17 Corporate Objectives | Corporate Risk Register – Board quarterly Board Assurance Framework – Board quarterly | |
| 2. QUALITY 2016/17 Quality Goals | QSC dashboard – QSC quarterly | |
| 3.1 OPERATIONAL SERVICE PRIORITIES | | |
| <ul style="list-style-type: none"> A priority across community-based services is to deliver the next phase of agile working. Plans incorporate productivity gains of 120 minutes per clinician per day over three years and a reduction in estate and travel costs. | Change Programme slides of Integrated Performance Report – Board monthly Change Programme progress update – FBIC every meeting | |
| <ul style="list-style-type: none"> For services commissioned by the Local Authority, funded through the public health grant, (health visiting, Family Nurse Partnership, school nursing, substance misuse services, oral health promotion, health trainers) a key challenge is to respond to and manage the impact of the significant budget reduction. | Budget reduction: Integrated performance report – Board monthly Impact: Business Unit Quality and Safety Reports – QSC 6 monthly | |
| Mental Health Acute Services | | |
| <ul style="list-style-type: none"> Mental health first response service: aim to continue the team's success in eliminating out of area placements for adults | Change Programme slides of Integrated Performance Report – Board monthly Change Programme progress update – FBIC every meeting | |
| <ul style="list-style-type: none"> Work collaboratively to deliver the West Yorkshire Urgent and Emergency Care Vanguard mental health objectives, by developing shared standards across West Yorkshire. Key outcomes are eliminating out of area placements for acute mental health and reducing the number of suicides across West Yorkshire. | Bradford & Craven STP and West Yorkshire STP – Board development May 2016 Chief Executive's Report – Board | |

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| <ul style="list-style-type: none"> Using non-recurrent Systems Resilience funding, we will develop an outreach A&E Liaison Team focusing on diversion and support and to further develop the community safe haven in partnership with voluntary and community services and volunteers. | Chief Executive's Report – Board | |
| <ul style="list-style-type: none"> The Trust is working with CCGs to consider more collaborative management of mental health commissioning budgets to improve quality, deliver better pathways and target procurement efficiencies. | By exception | |
| <ul style="list-style-type: none"> The Trust has lodged a national expression of interest in managing care budgets for tertiary mental health services. | Bid and Tender Log Update – FBIC every meeting | |
| Mental Health Community Services | | |
| <ul style="list-style-type: none"> As lead provider for IAPT services in the Bradford District we will work much more closely with voluntary and community service partners to develop innovative ways of working. Key objectives for 2016/17 are to: <ul style="list-style-type: none"> - develop the provider network and integrate services provided by the voluntary and community sector and introduce new treatment modalities - implement a clinical information system that supports quality and reporting - meet national and local waiting times, access and recovery rate targets. | Targets: Integrated performance report – Board monthly Mental Health Acute and Community Business Unit Quality & Safety Report – QSC 6 monthly IAPT and Tertiary Psychological Therapy Service – Board July 2016 | |
| <ul style="list-style-type: none"> Our Community Mental Health Teams will continue to implement measures to improve productivity including developing our mental health clinical information system to support practice and performance. | Agile Project: Change Programme slides of Integrated Performance Report – Board monthly Agile Project: Change Programme progress update – FBIC every meeting | |
| <ul style="list-style-type: none"> We will implement Care Packages and Pathways to support service users, shape service priorities and develop a recovery ethos within adult community mental health teams | CPPP: Change Programme slides of Integrated Performance Report – Board monthly CPPP: Change Programme progress update – FBIC every meeting | |
| <ul style="list-style-type: none"> We will assess and suggest mitigations to manage impacts from reduced social care provision. | By exception: reviewed in Business Unit Performance Meeting and escalated to Board if necessary | |

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| <ul style="list-style-type: none"> We will develop EIP services to meet the new national standard for 50% of all those experiencing a first episode of psychosis to be treated with a NICE approved care package within 2 weeks of referral to mental health services. The standard increases the age range for EIP services to adults up to 65. | Integrated performance report – Board monthly | |
| <ul style="list-style-type: none"> We will consolidate the dementia assessment pathway across the Trust to develop: <ul style="list-style-type: none"> - improved access and capacity for memory assessment and treatment services, including meeting the local access targets for these services - improved support networks for people with a diagnosis of dementia and their carers | By exception | |
| <ul style="list-style-type: none"> We will act on recommendations from the Trust's current internal older people's mental health review that will focus on service improvement and development. | By exception | |
| <ul style="list-style-type: none"> We will review, with CCGs, the level of capacity commissioned from the Bradford and Airedale Neuro Development Service in order to meet current demand within acceptable waiting times. | By exception | |
| <ul style="list-style-type: none"> We will develop perinatal/parental mental health services, building on the good work already started through the universal integrated care pathway for 0 to 5 year olds to promote attachment and bonding. | Forward to Excellence: Local Priorities for Mental Health Five Year Forward View – July 2016 | |
| CAMHS | | |
| <ul style="list-style-type: none"> Children and Young People's Transformation plan- The Trust is leading the following workstreams to: <ul style="list-style-type: none"> - Develop crisis response services for children and young people. - Develop a standalone community eating disorder service for children and young people. - Review and refocus the Primary Mental Health Worker Service to support the delivery of links into schools and with vulnerable groups. | Mental Health Acute and Community Business Unit Quality & Safety Report – QSC 6 monthly | |

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| <ul style="list-style-type: none"> The Trust, with West Yorkshire mental health provider trust partners, has lodged a national expression of interest in developing new CAMHS models of care, specifically around the interface between bed-based services and locally commissioned pathways. | Bid and Tender Log Update - FBIC | |
| Learning Disability Services | | |
| <ul style="list-style-type: none"> We will support the Local Authority and CCGs to develop and deliver the Bradford transformation plan. The three year delivery programme (2016 to 2019) will focus on three key areas, to: <ul style="list-style-type: none"> Re-shape services to reduce dependency on inpatient provision and to support people with complex behaviour presentations. Develop the provider market with specialist providers to support people with complex presentations in the community. Promote mainstream health provision for people with learning disabilities. | By exception | |
| Specialist Inpatient Services | | |
| <ul style="list-style-type: none"> We will prepare for the potential re-tendering of the contract for low secure services. | Bid and Tender Log Update – FBIC every meeting | |
| <ul style="list-style-type: none"> Daisy Hill Intensive Therapy Centre - The unit continues to experience occupancy challenges and faces a difficult year financially. | Intensive Therapy Centre update – FBIC June 2016 | |
| <ul style="list-style-type: none"> We will further develop the psychological therapies hub model so that capacity meets demand. | IAPT and Tertiary Psychological Therapy Service – Board July 2016 | |
| Administration Services | | |
| <ul style="list-style-type: none"> We will explore further re-design of the Trust's administration hubs and consider including mental health in-patient administration. | By exception: reviewed in Business Unit Performance Meeting and escalated to Board if necessary | |
| <ul style="list-style-type: none"> We will identify options for reception provision in buildings owned by NHS Property Services. | Finance risks: Integrated performance report – Board monthly | |
| <ul style="list-style-type: none"> We will respond to the implementation of podiatry central | By exception via Business Unit Performance Meeting | |

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| booking implementation by aligning administration capacity and demand. | | |
| <ul style="list-style-type: none"> We will review other agile technologies and workflow systems to release further efficiencies. | By exception via Business Unit Performance Meeting | |
| <ul style="list-style-type: none"> We will develop administration service level agreements to internal customers and promote the need to cost in administration to any new service developments. | By exception via Business Unit Performance Meeting | |
| Dental Services | | |
| <ul style="list-style-type: none"> We will prepare for the potential re-tendering of community dental services, focusing on service redesign. | Bid and Tender Log Update – FBIC every meeting | |
| <ul style="list-style-type: none"> We will ensure ongoing compliance with 18 week referral to treatment times for patients receiving dental care under general anaesthetic. | Integrated performance report – Board monthly | |
| <ul style="list-style-type: none"> We will review our utilisation of expensive theatre sessions. | By exception via Business Unit Performance Meeting | |
| <ul style="list-style-type: none"> We will determine the impact of and respond to Public Health Grant budget reductions as this applies to oral health promotion. | CIP: Finance slides of Integrated performance report – Board monthly | |
| Adult Physical Health Services | | |
| <ul style="list-style-type: none"> We will respond to CCG and Local Authority procurements including: <ul style="list-style-type: none"> - Joint procurement of a substance misuse recovery system - Airedale, Wharfedale & Craven CCG's procurement of a diabetes pathway - Local CCGs' re-procurement of a pulmonary rehabilitation pathway | Bid and Tender Log Update – FBIC every meeting Community Health Services Business Unit Quality and Safety Report – QSC 6 monthly | |
| <ul style="list-style-type: none"> The Trust is already working in partnership with other providers and commissioners to develop more cost effective out of hospital services and care pathways. During 2016/17 this will include: <ul style="list-style-type: none"> - An Airedale Partnership, providing complex care | Bid and Tender Log Update – FBIC every meeting Community Health Services Business Unit Quality and Safety Report – QSC 6 monthly | |

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| <p>services across the Airedale Wharfedale Craven area.</p> <ul style="list-style-type: none"> - Developing and shaping the complex care network working collaboratively with other providers to manage patients who access health services most frequently. - Work in a provider alliance to redesign care pathways (primary and secondary prevention, care and treatment) in Bradford. | | |
| <ul style="list-style-type: none"> • We will continue to implement revised community nursing service specifications. The new specifications aim to create consistency across Bradford City and Bradford Districts CCGs for district nursing and community matron roles and focus the district nursing service on more complex need, moving away from clinic work that practice nurses undertake (Bradford area) and evaluation of extended hours (Airedale Wharfedale Craven CCG). | <p>Financial impacts reviewed in Business Unit Performance Meeting – to be escalated to Board via Integrated Performance Report if necessary Community Health Services Business Unit Quality and Safety Report – QSC 6 monthly</p> | |
| <ul style="list-style-type: none"> • We will assess and suggest mitigations to manage the impact of de-registration of nursing homes and loss of non-recurrent funding for pressure ulcers nurses on our Bradford district nursing teams, including consideration of the Trust’s leadership role across the care home sector. | <p>Financial impacts reviewed in Business Unit Performance Meeting – to be escalated to Board via Integrated Performance Report if necessary Community Health Services Business Unit Quality and Safety Report – QSC 6 monthly</p> | |
| <ul style="list-style-type: none"> • We will work with universities to address challenges in the recruitment of qualified district nurses, speech and language therapists and registered nurses. | <p>Workforce planning deep dive – FBIC Sept 2016</p> | |
| <ul style="list-style-type: none"> • We will explore further opportunities with schools who commission additional Speech and Language Therapy sessions, though this is becoming more challenging as a result of reduction in education budgets. | <p>By exception: achievement of income reviewed in Business Unit Performance Meeting and escalated to Board via Integrated Performance Report if necessary</p> | |
| <ul style="list-style-type: none"> • We will explore the possibility of providing podiatry sessions in care homes, dependent on care home funding streams and priorities. | <p>By exception via Business Unit Performance Meeting</p> | |
| <ul style="list-style-type: none"> • Working with CCGs we will implement a managed and evaluated expansion of primary care wellbeing service that will deliver reduced costs for secondary and primary | <p>By exception via Business Unit Performance Meeting</p> | |

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| care as well as reduce use of secondary mental health services and improve quality of care and user quality of life. | | |
| Children's Services | | |
| <ul style="list-style-type: none"> We will redesign, implement, embed and refine an integrated children's pathway. | Children's Services Update – Board (private) April 2016 Change Programme slides of Integrated Performance Report – Board monthly Change Programme progress update – FBIC every meeting | |
| <ul style="list-style-type: none"> Our aim is to secure health visiting, Family Nurse Partnership, school nursing and associated contracts that might be awarded by Bradford Council and be in a position to bid for other contracts. | Children's Services Update – Board (private) April 2016 Bid and Tender Log Update – FBIC every meeting | |
| <ul style="list-style-type: none"> Our Family Nurse Partnership team has been selected as one of a small group of national ADAPT (Accelerated Design and Programme Testing) sites to lead service innovation in this area. The initiative will test new ways of supporting first time young mums aged 19 years or under, to achieve greater outcomes. | Children's Services Update – Board (private) April 2016 | |
| <ul style="list-style-type: none"> We will work in partnership with Local Authority regarding the training and implementation of Signs of Safety and Early Help offer. | Nursing, Children's and Specialist Services Business Unit Quality and Safety Report - QSC 6 monthly | |
| Nursing and Specialist Services | | |
| <ul style="list-style-type: none"> During 2016/17 we will refine our safer staffing tools and analysis. | Safer Staffing Levels 6 Monthly Review – Board June 2016, December 2016 | |
| <ul style="list-style-type: none"> We will promote the more widespread use of volunteers. We will expand the range of activities under champions show the way and expand our offer in the Craven area. | By exception via Business Unit Performance Meeting | |
| <ul style="list-style-type: none"> Following a successful 'Altogether Better' bid, we will provide Practice Health Champions to 10 practices across the Bradford district. | By exception via Business Unit Performance Meeting | |
| <ul style="list-style-type: none"> The service user and carer involvement and patient experience team will explore a variety of ways for people to be involved in the work of the Trust. | Patient Experience & Involvement – QSC Aug 2016 | |
| <ul style="list-style-type: none"> We will work with Public Health colleagues to improve | By exception via Business Unit Performance Meeting | |

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| take-up of Health Trainer Services and outcome-based reporting, promoting self-help and self-care approaches. | | |
| <ul style="list-style-type: none"> We will review whether the Friends and Family Test is the best way to understand patient and carer experience and co-produce services. | Patient Experience & Involvement – QSC Aug 2016 | |
| <ul style="list-style-type: none"> We will re-design how we assess carers needs and quality and support for carers, by: <ul style="list-style-type: none"> - Developing the new Carers’ Hub that was launched in March 2016. - Achieving the Triangle of Care kitemark for carers | Patient Experience & Involvement – QSC Aug 2016 | |
| 3.2 CORPORATE SERVICES | | |
| Digital Health Care and IM&T | | |
| <ul style="list-style-type: none"> Continue to work with health and social care partners across the region to promote the use of shared clinical records to support patient care with specific focus on delivering the NHS England Digital Roadmap by 2020. | Digital Strategy - Board tbc Improving services and outcomes through Digital Healthcare innovation – Forward to Excellence Dec 2016 | |
| <ul style="list-style-type: none"> Complete the re-procurement of the Trust’s community clinical information system ahead of the termination of the national contract in July 2016. | Clinical Information System Contract Award – May 2016 Board (private) | |
| <ul style="list-style-type: none"> Develop business intelligence/data warehouse provision providing staff with access to key performance indicators in an accessible manner using web based solutions. | Review of IM&T Arrangements – Sept 2016 Board (private) | |
| <ul style="list-style-type: none"> Ensure ongoing compliance with the Information Governance Toolkit (minimum Level 2) and Data Protection Act, supported by Information Commissioner’s Office audit implementation plan. | IG training compliance – monthly Board integrated performance report Annual report by the SIRO – May 2016 Board | |
| Estates Facilities & Finance | | |
| <ul style="list-style-type: none"> Deliver key capital plan commitments including refurbishment of Moorlands View and Energy Centre at Lynfield Mount Hospital. | LMH Energy Centre Tender Approval – Board (private) April 2016 Integrated Performance Report – Board monthly | |
| <ul style="list-style-type: none"> Deliver key financial targets and demonstrate value for money including effective procurement, continued estate rationalisation, public estate collaboration, | Estates strategy – FBIC Dec 2016 Integrated Performance Report – Board monthly | |

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| operational business partnering to re-design services and develop innovative service and partnership models. | | |
| <ul style="list-style-type: none"> Progress towards 100% Patient Led Assessment of the Care Environment (PLACE) stretch targets for cleanliness, food, privacy & dignity and maintenance. | Integrated performance report – Board annually | |
| <ul style="list-style-type: none"> Continue to develop and embed culture & values processes across Estates & Facilities. | | |
| <ul style="list-style-type: none"> Collaborate with health commissioners and providers to develop and submit an approved joint five year Bradford and Airedale Sustainability and Transformation Plan. | Bradford & Craven STP and West Yorkshire STP – Board development May 2016 | |
| Marketing and Communications | | |
| <ul style="list-style-type: none"> Further develop the Trust’s website as our primary platform for communicating corporate/service information and showcasing our work. | Communications Strategy Review – Board July 2016 | |
| <ul style="list-style-type: none"> Maximise the use of all the Trust’s digital channels – web, film, social – to support public and patient involvement. | Communications Strategy Review – Board July 2016 | |
| <ul style="list-style-type: none"> Actively communicate the development of the Trust’s wider membership offer and engagement opportunities (service users, carers, champions). | FT Membership Strategy Progress Update – Board Sept 2016 | |
| 4. WORKFORCE | | |
| <ul style="list-style-type: none"> Our workforce plans are focused on three key areas: <ul style="list-style-type: none"> Getting the best out of our current workforce Being an attractive employer for new staff Looking after our current workforce and ensuring their health and wellbeing Establishing an ‘in house’ staff bank will help to minimise agency costs and provide better care for those we support. New workforce systems will help teams to be flexible and respond to changing demand. | Staff Survey Results – Board March 2017 BME Diversity in Employment Strategy Progress Update – Board June 2016, Dec 2016 Workforce Strategy – FBIC Feb 2017 E Rostering/staff bank & procurement of agency provider and implementation interim report – FBIC Oct 2016 Workforce planning deep dive – FBIC Sept 2016 Integrated Performance Report – Board monthly | Acute and specialist inpatient staffing |
| 5. FINANCIAL PLAN | | |
| <ul style="list-style-type: none"> The Trust faces increasing pressure from meeting the demands of a growing population in the face of public | Financial performance – FBIC every meeting Integrated performance report – Board monthly | |

sector budget constraints, costs of new enabling technologies and pressures on community services linked to social care budget reductions and volatility in the nursing and care home sector

- The first of the 'Triple Aims' that the NHS has been tasked to achieve in 2016/17 is to restore and maintain financial balance, with individual providers challenged to deliver 'stretch' control totals to restore the sector to recurrent balance
- The Trust faces a challenging year financially, with cost reductions of £5.8m needed to offset cost pressures, national efficiency requirements and to manage the impacts of Public Health grant reductions. All plans have been Quality Impact Assessed.
- Plans that will deliver a planned surplus of £1.3m have been developed and submitted for Board approval. This is £0.5m below the required Trust control total
- The Trust will be a partner in the Bradford District and Craven Sustainability and Transformation Plan.

NHS Improvement quarterly submissions – Board quarterly

