

OPERATIONAL PLAN 2017/18 AND 2018/19: MID YEAR REVIEW – RISKS AND MITIGATIONS

RAG Key:	red	Slippage from plan	amber	Potential risks to achievement	green	Progress as per plan
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OPERATIONAL PLAN OBJECTIVES AND PRIORITIES	RAG RATING 2017/18	POTENTIAL RISK TO ACHIEVEMENT	MITIGATING ACTIONS
3.1 OPERATIONAL SERVICE PRIORITIES			
Mental Health Acute Services			
We will review bed capacity, building on work to design a care pathway that can deliver an alternative community model for acute/crisis mental health services .		Levels of in-patient occupancy and acuity	NHS Improvement – 90 day rapid improvement project: <u>Criteria led discharge</u> - introducing a consistent discharge approach and revised discharge criteria, supported by new live ward dashboard information
We will explore the introduction of a 2-shift system for mental health acute and specialist in-patient wards.		Paused following mixed and negative feedback from other trusts who operate a 2-shift system	NHS Improvement – 90 day rapid improvement project: <u>Health Auto-roster pilot</u> – maximizing the use of established staff, reducing agency shifts. Piloting two alternative shift patterns in January/February 2018.
We will actively explore workforce development opportunities in our acute care services by working closely with universities, local colleges and employment agencies		Recruitment to medical and nursing roles, turnover, breaches of price and wage caps for medical staff	The SafeCare module is currently being configured with the Keith Hurst Acuity model with roll-out to the acute mental health wards expected in the next month. Full programme of recruitment fayres being attended in next 12 months. Ongoing proactive work with universities to recruit newly qualified nurses, along with a review of the preceptorship programme, Additional mental health nurse training placements (increase to 36) also available this year. <i>Also see actions summarised in workforce section</i>
Mental Health Community Services			
We will further develop the psychological therapies hub model so that capacity meets demand. We will conclude capacity and demand analysis of Steps 4 & 5 psychological therapies and implement recommendations from this review.		Waiting times for specialist psychological therapies	As per Psychological therapies hub update to Quality and Safety Committee September 2017: waiting list redesign, service redesign, waiting list initiative
We will continue to assess and suggest mitigations to reduce the impacts from reduced social care provision .		Volatility in the care home sector. Impact of Local	Work with health, local authority, voluntary and community sector partners in Accountable Care System developments,

		Authority budget reductions on care packages and support to individuals.	to design and implement to deliver new models of care.
We will work with CCGs to both review and further develop the Bradford and Airedale Neuro Development Service in order to meet current demand within acceptable waiting times. We will support work to scope a West Yorkshire approach to improvements in ADHD and autism (children and adults) pathways in order to reduce waiting times.		Commissioned capacity does not match demand.	West Yorkshire mapping exercise undertaken across adult and children's services. Bradford and Airedale Wharfedale Craven Chief Officer is the commissioner on behalf of West Yorkshire.
Specialist In-Patient Services			
We will enhance dementia care by developing the workforce; local and national profiling; working more closely with the community; improving governance processes.		High occupancy on older people's inpatient wards and increasing levels of acuity. High level of observation costs associated with patient acuity. Sickness absence higher than Trust target.	Safer staffing numbers increased. Recruitment plan. Staff grade doctor joined the ward. Clinical manager assigned to the ward for short term support. Pilot using an acuity model developed internally (aligned to mental health patient clustering) in September with analysis of usage in October. Dementia Assessment Unit inducted 12 volunteers in Sept 2017 and will report on progress with this initiative at Quality & Safety Committee in early 2018. <i>Also see actions summarised in workforce section</i>
Adult Physical Health Community Services			
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. We will work closely with GP practices and Airedale NHS Foundation Trust to implement the care home vanguard.		Volatility in the care home sector. Impact of Local Authority budget reductions on care packages and support to individuals. Paucity of community benchmarks. Demand and acuity increasing, impacting on time/activity/staff band per average contact.	Work to develop National Quality Board reporting has progressed. During quarter 3, capacity and demand paper to be drafted for commissioners. Requested wider community and social care indicators at Airedale Wharfedale Craven Programme Board to mirror Bradford reporting arrangements and support triangulation.
We are working in partnership with Cellar Trust to deliver one of the STEP (Skills, Training and Employment		Issues with change in requirements from	Working closely with our partner The Cellar Trust and with Job Centres.

Pathways) work streams by offering programmes of support for people with mental health problems. ¹ The project aims to support 280 people over an 18 month period with at least 39 securing sustainable employment of 6 months or more.		Department of Work and Pensions (DWP) and referrals from Job Centre coaches.	
3.2 CORPORATE SERVICES			
Estates and Facilities, Finance and Business Intelligence			
Deliver key financial targets and demonstrate value for money including effective procurement, continued estate rationalisation, One public estate collaboration (including option appraisal of the Keighley hub), operational business partnering to re-design services and develop innovative partnership models, robust agency cost controls and a continued focus on the delivery of back office efficiencies.		Trust Procurement – £219k shortfall forecast at month 6. Corporate Benchmarking – Planned savings in year, but long term recurrent plans still to be developed	Procurement team is identifying opportunities to fully achieve stretch CIP target, including use of national Procurement Price Index Benchmarking data now accessible to community and mental health trusts. Benchmarked costs reviewed for corporate functions, progress update to Finance, Business and Investment Committee.
Programme Management Office, Business Support and Improvement, Business Development			
Project manage and support the transformation and change activities within the Trust's transformation and improvement programme .		In month 6 the overall programme is rated red, due to concern over recurrent savings, and the £284k forecasted shortfall.	Programme delivery including exceptions and actions reported monthly to Directors' Business and Transformation meeting.
4. WORKFORCE			
Our workforce plans focus on three key areas: • Ensuring sufficient workforce capacity and capability by attracting people into the workforce – focusing particularly on young people through targeted links with schools, attracting returners through flexible working and development opportunities, students through high quality clinical placements and forging strong relationships with them and the universities and colleges – offering jobs on completion of training. Growing our future and existing workforce by offering exciting career development pathways, and maximising the apprenticeship levy to increase the number of high quality apprenticeships including nursing apprenticeships and developing staff at all levels. Growing our staff bank to minimise use of agency		High staff turnover, vacancies and sickness Shortage of key staff (doctors, inpatient mental health nurses, district nurses, mental health community services) Mandatory training - green overall but challenges within individual services. Trajectories to increase fire safety compliance to	Mitigating actions outlined in Workforce Strategy and Organisational Development action plan, including • Centre of Excellence – for support staff • Apprenticeship strategy • Optimisation of agile working and WorkSmart • Staff bank • Proactive recruitment including programme of recruitment fayres, proactive work with universities to recruit newly qualified nurses • Review of the preceptorship programme • E learning to support training compliance • Review of attendance management policy including Bradford score • Cultural competence training

¹ The project supports people with mental health problems, though is managed within the Trust's Adult Physical Health Business Unit

<p>staffing thereby reducing costs, increasing quality and continuity of care and creating a pipeline of future substantive staff.</p> <ul style="list-style-type: none"> • Ensuring workforce efficiency, effectiveness and productivity by looking after the health and well-being of our current workforce to reduce sickness absence and maintain/improve motivation and resilience, developing values driven, effective leaders and ensuring optimal deployment of the workforce through full implementation of e-rostering, minimising the use of temporary staffing, rolling out agile and smart working across the Trust to enhance productivity, reduce cost, support work life balance and deliver care responsive to patient and service user expectations and needs. • Working in partnership across the local and West Yorkshire STP to support service transformation through an engaged workforce able to work across teams and organisational boundaries to deliver holistic care with the skills, knowledge and ability to support redesigned care pathways. Implement partnership initiatives e.g. apprenticeships, mandatory training, staff bank networks, leadership development to remove duplication and support collaboration. 		<p>95% by 31/03/18.</p> <p>Required training – raised at Quality & Safety Committee</p> <p>Medical agency price cap, wage cap and expenditure cap breaches (requiring regional and wider action)</p> <p>2016 Staff survey results – Trust is worse than average on 14 Key Findings</p>	<ul style="list-style-type: none"> • Medical leadership development • Online toolkits for managers • Further development of occupational health and staff wellbeing offer <p>NHS Improvement 90 day rapid improvement project: <u>Staff Retention</u> – understanding reasons for staff leaving our employment, designing and implementing appropriate interventions to help reduce turnover and improve retention of key staff.</p>
<p>5. FINANCIAL PLAN</p>			
<p>Key challenges within the Trust’s financial plan reflect:</p> <ul style="list-style-type: none"> • £0.3m (£0.1m 2018/19) residual contract risk; • The continued and material budget reductions for Public Health funded contracts; and • The challenge of delivering cost improvements of greater than 5%. 		<p>CQUIN and Cost Improvement Plan risks that are profiled in the latter part of the financial year.</p>	<p>Focus on corporate benchmarking Brought forward 2018/19 planning activities Use of national Procurement Price Index Benchmarking (PPIB) data Prioritisation of cost pressures Business unit risk and action logs CIP substitutions and contingency reserves CQUIN project groups and actions agreed with partner organisations</p>