

Our operational plan 2018/19

Context for 2018/19 Plan

- Draft submitted to NHSI 30 April 2018, response awaited
- Updates Trust's two year plan for 2017/18 and 2018/19
- Two year-priorities discussed at AMM (September 2016). Consensus on four key themes, reflected in plan:
 - **New models of care** - integrated records & accountable care systems
 - **Innovation** - self-care and prevention
 - **Quality** - workforce
 - **Service users and carers** - 'You and Your Care'
- Sustainability & Transformation Plans, or STPs, now Health & Care Partnerships, or HCPs will play prominent role in system service improvement, e.g. West Yorkshire & Harrogate HCP mental health:
 - develop common approach for **acute and specialist** mental health services
 - reduce **variation** and deliver consistent patient-led **outcomes**
 - reflect **best practice** and meet **local need**
- West Yorkshire & Harrogate HCP founding principle '**place first**'

Our vision and strategy

‘Working with diverse communities to provide outstanding care’



Commenced **co-production** of a new organisation vision and strategy, to be completed by Autumn 2018.

- *Through a partnership with Clever Together (crowd sourcing experts), utilise technology to reach out to staff, communities & stakeholders & co-produce a strategy to meet the needs of our staff and communities.*
- *Deploy technology platform to support ongoing staff ‘temperature checks’, ongoing quarterly improvement campaigns and staff survey.*

Quality

- **Care Quality Commission (CQC)** – address the areas for improvement identified by CQC in a way which ensures changes are sustainable.
- **‘Moving to Good’ (North) Programme** – June (site, workshops, peer)
- **Quality goals** - following initial discussions at our 2017 AMM, we have worked with service users, staff and governors to identify 3 quality goals:



✓ **Safe**

“We will continually improve the safety of our services”

✓ **Effective**

“We will strive to achieve excellent outcomes across all our services”

✓ **Personal**

“We will make our services more responsive by involving service users, carers and staff”

- **Quality Improvement** – a new Trust strategy and approach supporting staff to consistently & continuously focus on quality improvement as ‘the way we do things’

Priority areas from **staff survey**:

1. Senior managers engage more closely with team leaders and frontline staff;
2. Focused action on bullying and harassment/discrimination;
3. Wider staff engagement enabling staff to have a voice and put ideas forward

Reduce **sickness absence** - look after the health and wellbeing of our staff

Growing and retaining our **future workforce**:

- Attracting **students** through high quality clinical placements and strong relationships with universities and colleges
- Growing our **staff bank and using E-Rostering technology** to minimise use of agency staff, increase quality and reduce costs (particularly across the Trust's inpatient wards);
- Developing **new roles** and apprenticeships internally and with our partners
- Developing **roster patterns** in partnership with our staff

Opportunities from proposed **Agenda for Change pay settlement**

New investment

Community Physical Health: £0.5m (1.8%):

- Contribution to **demographic pressures** in services

Mental Health Investment Standard: £1.3m (1.96%):

- **Increase Early Intervention in Psychosis (EIP)** staffing – to meet the 53% target for people to begin treatment with a NICE-recommended package of care within 2 weeks of referral by March 2019;
- Some investment in **Improving Access to Psychological Therapy (IAPT)** services - however long term conditions IAPT not commissioned;
- Full year effect funding for **Dementia Assessment Unit** staffing;
- **Enhanced Intensive Home Treatment Team (IHTT)** staffing supporting more rapid discharge and acute admission avoidance;
- Continue **Individual Placement and Support, or IPS** (employment service).

Service Plans



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Develop 'Primary Care Home' communities

Supporting & developing our staff

Tender for community dental

Tender for Bradford 0–19 public health services



West Yorkshire mental health provider collaboration

New clinical information system – mental health

Growing MyWellbeing College with voluntary sector



Recovery & prevention model for community mental health

Bradford and Airedale Wharfedale Craven provider alliances

Mental health and community CCG strategy



Key Priorities



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- Workforce and Staff Survey
- Care Quality Commission, 'Moving to Good' and Quality Improvement, embracing crowd sourcing platform technology
- Co-produce a new organisation strategy
- Lobbying to ensure full funding of proposed Agenda for Change pay settlement in 2018/19 (direct) and beyond
- Delivering £7.3m, 5.01% efficiency requirement, subject to NHSI national provider plans review
- Local efficiency driven by (Bradford) public health contract reductions / de-commissioning / unfunded inflation
- Service tenders: Community Dental Services, Bradford 0-19
- Mental Health Clinical Information System Implementation

2018/19 Financial Plan



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Final Plan - Statement of Comprehensive Income

Statement of Comprehensive Income £000's	Q1	Q2	Q3	Q4	2018/19
Operating income from patient care activities	33,468	33,608	33,252	34,117	134,445
Other operating income	1,472	1,512	1,591	1,642	6,217
Employee expenses	28,883	27,568	27,528	27,520	111,499
Operating expenses excluding employee expenses	6,638	6,627	6,614	6,669	26,548
Finance income	6	6	6	2	20
Finance expense	27	27	27	25	106
PDC dividends payable/refundable	363	363	363	360	1,449
Surplus/(Deficit) for the period	(965)	541	317	1,188	1,081

Final Plan - Statement of Financial Position

Statement of Financial Position £000's	Q1	Q2	Q3	Q4	2018/19
Non-current assets	52,595	52,702	52,811	53,095	53,095
Cash	15,484	15,475	15,700	16,230	16,230
Other Current assets	6,357	5,573	6,216	5,819	5,819
Current liabilities	(10,620)	(9,468)	(10,203)	(9,745)	(9,745)
Non-current liabilities	(2,619)	(2,544)	(2,469)	(2,386)	(2,386)
Total net assets employed	61,197	61,738	62,055	63,013	63,013
Public dividend capital	34,579	34,579	34,579	34,579	34,579
Revaluation reserve	13,150	13,150	13,150	12,920	12,920
Other reserves	10,196	10,196	10,196	10,196	10,196
Income and expenditure reserve	3,272	3,813	4,130	5,318	5,318
Total taxpayers' and others' equity	61,197	61,738	62,055	63,013	63,013

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Final Plan - Statement of Cash Flows

Statement of Cash Flows £000's	Q1	Q2	Q3	Q4	2018/19
Cash flows from operating activities	1,645	608	621	956	956
Cash flows from investing activities	(340)	(257)	(388)	(281)	(281)
Cash flows from financing activities	(33)	(759)	(33)	(754)	(754)
Increase/(decrease) in cash and cash equivalents	1,272	(408)	200	(79)	(79)
Cash and cash equivalents at start of period	14,212	15,883	15,500	16,309	16,309
Cash and cash equivalents at end of period	15,484	15,475	15,700	16,230	16,230

2018/19 Financial Plan



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Final Plan - Use of Resources Risk Ratings

Use of Resources Risk Ratings	Q1	Q2	Q3	Q4	2018/19
Capital Service Cover rating	4	2	2	1	1
Liquidity rating	1	1	1	1	1
I&E Margin rating	4	3	3	2	2
Variance From Control total rating	1	1	1	1	1
Agency rating	1	1	1	1	1
Overall Risk Rating after overrides	3	2	2	1	1

Key Drivers of Financial Plan Phasing:

	Position before CIP & CQUIN	%	CQUIN *	%	CIP	%	Trust Target Surplus	PSF	%	Trust Control Total
Q1	(2,599)	27%	351	15%	1,160	16%	(1,088)	120	15%	(968)
Q2	(2,186)	23%	552	23%	2,017	27%	383	159	20%	542
Q3	(2,320)	25%	321	13%	2,087	28%	88	237	30%	325
Q4	(2,356)	25%	1,174	49%	2,087	28%	905	277	35%	1,182
	(9,461)	100%	2,398	100%	7,351	100%	288	793	100%	1,081