

Chief Executive's Blog

February 2019

AARON CUMMINS, CHIEF EXECUTIVE

Hi everyone, and welcome to this month's blog. In this blog, I want to spend a bit of time talking about our operational plans for 2019/20 and the next steps in relation to our Trust refreshed strategy, but before I do, let's have a look at what's going on nationally.

BREXIT

I'm sure that you will all have seen or heard at least something about Brexit over recent weeks so I thought it would be useful to provide a brief update in terms of what we are doing as a Trust to prepare for the UK leaving the European Union at the end of the March.

We have been planning around four critical areas:

- Supply of medicines and vaccines;
- Supply of medical devices and clinical consumables;
- Supply of non-clinical consumables, goods and services;
- Workforce.

We've also created a webpage on our Trust intranet which provides further information and support for our EU colleagues. You can take a look here: <http://uhmb/cd/hr/Pages/Trust-support-for-EU-staff-during-Brexit.aspx> and you can read in greater detail information regarding our preparations at: <https://www.uhmb.nhs.uk/work-us/brexit-update/>



BREXIT

I would like to take this opportunity to thank everyone that has been involved in the planning with the Trust. I also want to acknowledge here that we are extremely fortunate to have many talented colleagues working in our hospitals from this country, the EU and from across the globe and I want to thank you all for your dedication and hard work.

If you would like any further information or support on any aspect of Brexit, do not hesitate to speak to your Line Manager or Care Group Leaders.

UHMBT REFRESHED STRATEGY

Our refreshed strategy was approved at the Trust Board meeting on 30 January, subject to some small final amendments. As a reminder, we have refreshed our strategy to reflect our changing environment and the context we now operate in.

I'd love to hear from you. Get in touch at:
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It reinforces our approach to partnership working and to our core vision: 'To consistently provide the highest possible standards of compassionate care and the very best patient and colleague experience. We will listen to and involve our patients, service users, colleagues and partners'.

Underpinning our vision are our core values; these values are central to our strategy; they have been designed by our colleagues, members, governors and volunteers. As a reminder, these are:

Patients

Our patients will be treated with compassion, dignity and respect; patient experience is our most important measure of achievement.

People

Our colleagues (employees and volunteers) are the ones who make the difference; colleagues understand and share our values and this is reflected in everything they do.

Progress

Our progress will be improved through innovation, education, research and technology to meet the challenges of the future.

Partnership

Our partnerships make us stronger; by investing in them, we will deliver the best possible care to our communities.

Performance

Our performance drives our organisation. Providing consistently safe, high quality patient-centred care is how we define ourselves and our success.

I would like to thank everyone who has been involved in providing feedback on the production of the strategy over the last few months - I'm already seeing some great examples of it in action with colleagues using various elements and putting it into practice in their own areas, i.e. in appraisals and objectives setting.

The final version is being printed as we speak and will be shared shortly. This will take the form of a short strategy document and accompanying visuals. Look out for more detail on how we will be sharing this very soon.

Sitting under our main strategy will be series of sub-strategies:

- Patient Experience strategy
- Colleague Experience strategy
- Digital strategy
- Research & Development strategy
- Quality Improvement strategy
- Clinical Service strategy
- Estates strategy

These will be published during the course of this year and will feed into the overarching strategy.



PLANNING CONTINUES FOR 2019/20

Operational Planning Guidance

You may recall I mentioned in last month's blog that we had received the operational planning national guidance and were beginning to work through it. Our operational plan is made up of a number of components:

- Activity planning
- Quality planning
- Workforce planning
- Financial planning

Within each of the sections we have identified our key priorities aligned with our strategy, displayed in the diagram to the right.

There are a number of priorities within each section and we have grouped them under our values for consistency. There are too many to list here but they include the following:

Patients - Reducing harm, prevention: making every contact count, development in clinical leadership, shared quality improvement goals.

People - Development and delivery of Colleague Experience strategy, delivery of recruitment plans for key groups / services, improving health & wellbeing of staff, creating positive work culture - eradicating bullying and harassment.

Progress - Meeting key access targets; ED, Referral to Treatment Time (RTT) and Cancer, improvement on waiting list position from last year's position, estate and resources to meet demand.

Partnership - Alignment with ICS plans, review and update our membership strategy, continue to engage in and deliver partnership solutions / new models of care with our Bay Health & Care Partners (BHCP).

Performance - Achieve financial control total, delivery of efficiency targets, use of benchmark data to support our drive to remove unwarranted variation and reduce costs, including: model hospital, right care and getting it right first time (GIRFT).

We submitted an initial activity plan on 14 January 2019; this was in line with our BHCP sustainability and financial recovery plan.

On 12 February 2019, we submitted a draft operational plan with supporting narrative which will include finance, workforce and activity templates - plus trajectories for the key operational standards.

Over the next few weeks we will be working with our partners to review and finalise this submission. The Board will then approve and sign it off before final submission on 4 April 2019.



NHS LONG TERM PLAN

In the meantime work has commenced on the Long Term Plan (guidance was released in January 2019); we are expected to submit a system wide response by the autumn of this year.

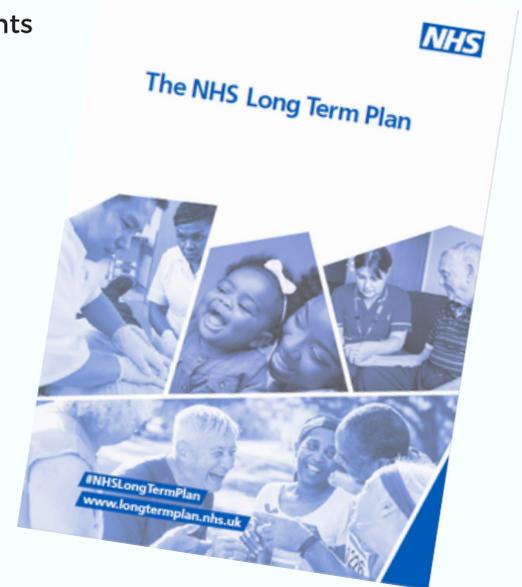
The NHS Long term Plan was published on 7 January 2019 and sets out ambitions to make the NHS fit for the future and to get the most value for patients out of every pound of taxpayers' investment. The plan has been developed by those who know the NHS best, including frontline health and care staff, patient groups and other experts.

In summary, these are some of the ways that the plan sets out how it wants to improve care for patients over the next 10 years:

- Making sure everyone gets the best start in life
- Delivering world class care for major health problems
- Supporting people to age well

To ensure delivery of the ambitions within the plan it commits to:

- Doing things differently
- Preventing illness and tackling health inequalities
- Backing our workforce
- Making better use of data and digital technology
- Getting the most out of taxpayers investment in the NHS



WHAT HAPPENS NEXT?

As an acute trust we have been asked to work with our system partners to develop a strategy for the next 5 years. We are in a very strong position having already developed a strategy with our BHCP back in 2014 and in anticipation of the publication of the Long Term Plan we already had a series of engagement events planned that will support a refresh of this strategy.

We will also be working with our Lancashire and South Cumbria ICS to understand how, by working together, we can further deliver the ambitions of the NHS Long Term Plan.



This means that over the next few months, whether you are NHS staff, a patient or a member of the public, you will have the opportunity to help shape what the NHS Long Term Plan means for your area, and how the services you use or work in need to change and improve.

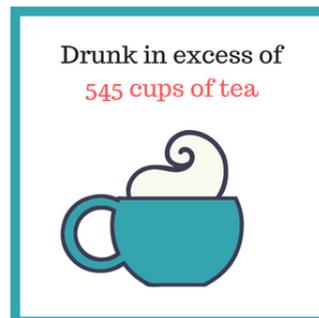
Finally, before I update you on some of the other things I've been up to, I wanted to give a quick update on one of the things we are implementing soon to try and combat the issues that arise from colleagues and patients smoking on and around our hospital sites.

We are expecting no-smoking deterrent speakers to be installed soon; these will be situated across our sites, targeted near entrance / exit points, with an audible message reminding people not to smoke on hospital property.

SO, WHAT ELSE HAVE I BEEN UP TO?

- Attended our Trust Board meeting on 30 January where we discussed a number of key matters, including our refreshed Trust strategy and our integrated performance report, with a particular focus on the financial element.
- Hosted a visit from the Isle of Wight Trust as part of our 'buddying' arrangements we have with them. They attended our Trust Board meetings and met with various colleagues.
- Attended the second meeting of the Morecambe Bay Integrated Care Partnership (ICP) with the Integrated Care System (ICS) on 8 February. These meetings are a valuable opportunity to come together to share developments and achievements.
- Met with NHS Improvement on 12 February as part of our quarterly review meeting regime where we discussed a range of Trust matters including quality of care, operational performance together with our plans for 2019/20, and our finances.
- Attended the Trainee Doctors Forum meeting at FGH on 13 February. This session is an opportunity to discuss any issues relating to Junior Doctors education and welfare. A session will also take place at the RLI in March.
- ...I'm also taking a week's leave next week. Although I'm very much an advocate of work/life balance, I do get in trouble from the Chair and my Executive Assistant for not taking my leave allowance when I should! I'm working on it though...it's my New Year's Resolution!

HERE ARE SOME TOTAL STATS TO-DATE:



Thank you for taking the time to read my blog, it is much appreciated. Hopefully you have found it useful. As always, if you have any questions, comments, suggestions etc., feel free to get in touch. I'm continuing to post regular updates on Twitter using the #NHSCEOfirstyear hashtag so do head over and take a look; you can find me @aaroncummins.

Aaron Cummins
Chief Executive

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