

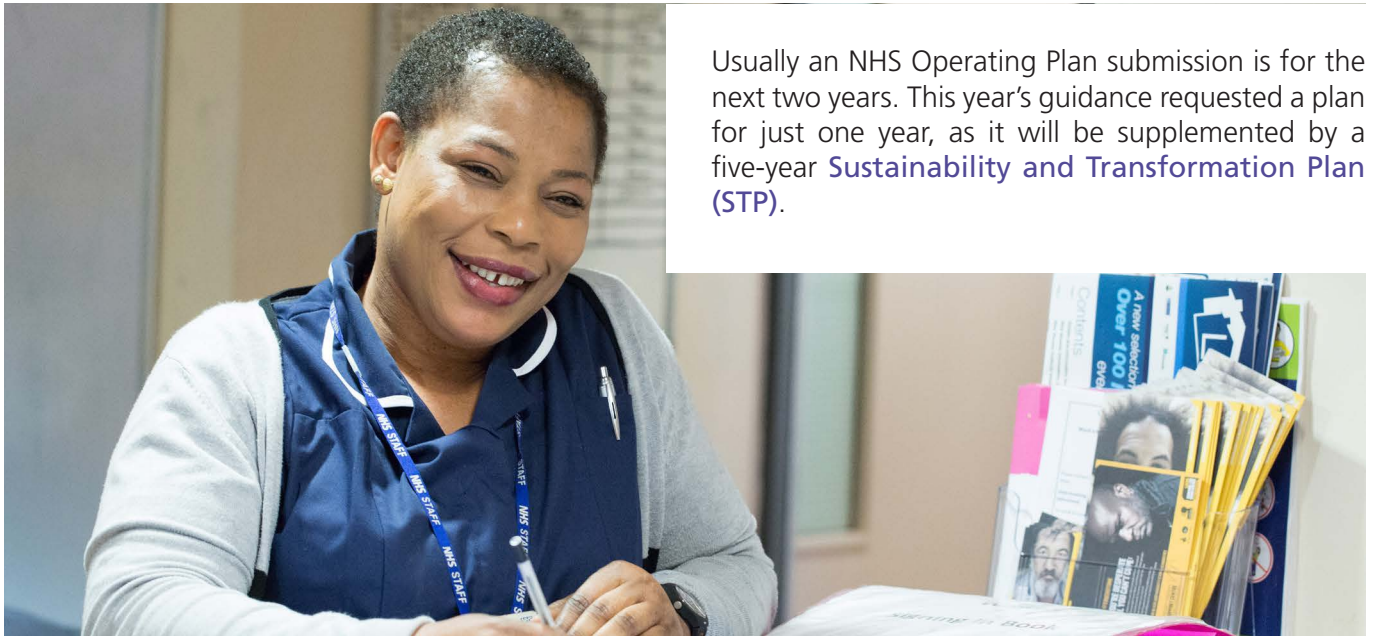
Operational Plan 2016-17



Our operating plan 2016/17

Each year the NHS sets out annual planning guidance that outlines the Government's priorities for the NHS for the year ahead. The guidance can include specific targets such as access times for

services, or qualitative expectations such as reductions in the use of agency staff. The planning guidance requires all NHS organisations to produce and submit an Operating Plan for the financial year ahead. Operating Plans focus on organisational priorities and actions that will respond to planning guidance, while maintaining organisational development goals and local commissioner requirements.



Usually an NHS Operating Plan submission is for the next two years. This year's guidance requested a plan for just one year, as it will be supplemented by a five-year **Sustainability and Transformation Plan (STP)**.

Every health and social care system in the country has been asked to come together to create their own local blueprint for implementing the NHS Five Year Forward View, which sets out the future vision of the NHS. These plans, called Sustainability and Transformation Plans (STPs), are place-based, multi-year plans built around the needs of local populations. In Leeds, this means all commissioners and provider organisations like ourselves and the local authority will plan, agree, and commit to how together we will: improve people's health; improve care and quality of service; improve productivity; and close the financial gap, together. Our plan in Leeds includes workstreams focussing on prevention and proactive care, rapid response to changing needs, and efficient and effective hospital care. Our local Leeds plan sits within the wider West Yorkshire STP footprint.

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Our current position

The health and social care landscape has changed significantly since we set out our strategic intent in 2013. Locally, change has included the loss of general mental health and learning disability services

commissioned by the Vale of York CCG. Nationally, we have seen the publication of the NHS Five Year Forward View and, more recently, a Five Year Forward View for Mental Health, which both propose significant changes to how health and social care are delivered.

The needs and expectations of the communities we serve are also changing. The demographics of Leeds have changed: the city is becoming more ethnically diverse and people are living longer; we are seeing more demand into services and people requiring different, more complex care as a result. These changes have led us to review and reflect on the long-term future for the Trust and how we work with our partners in Leeds and further afield.

We are embracing these changes, and believe that the development of a new health and social care system through closer partnerships will make real improvements to how those with mental health and learning disability needs are cared for and supported.

The Leeds health and social care economy consists of the organisations shown in the diagram opposite, who are committed to working together.

We know that our strong financial position, our strengths of multi-agency and multi-disciplinary care planning, our well-developed relationships with the third sector, and our ability to implement transformational change are a tremendous asset to the city.



Our achievements in 2015/16

Last year was a year of real improvement, innovation and proud development that saw real achievements across the Trust:

People now have
24hour, **7**day

support, including Street Triage, fast access to Crisis Assessment, extended access to Liaison Psychiatry in A&E and improvements to our Single Point of Access.



We proudly launched a new Memory Support and Liaison service in partnership with the Alzheimer's Society.



We became a smoke free Trust in April 2016 and now offer Nicotine Replacement Therapy advice and support for service users and staff.



We developed and introduced a new perinatal service model, providing services in the community



We further expanded our successful Autism Diagnostic and ADHD service



We piloted a physical health monitoring clinic within the West Locality.

We launched the Quality Pages on our website – a real-time check on our performance.



We have redeveloped and extended our Offender Personality Disorder service in line with national specifications.

The Rehabilitation and Recovery service became fully operational and has made a measurable difference to those experiencing long term mental health issues, reducing inpatient stays and increasing community support.



Our improved complaints management process is now providing a more personal and timely service.



We established a third sector Partnership Framework to create more innovative service developments.



We were successful in our bid to be part of Forward Leeds, a new multi-agency Addictions model.



Our Crisis Assessment Unit was opened by Dr Geraldine Strathdee, NHS England's National Clinical Director for Mental Health.

Last year was also significant for the Trust with a Care Quality Commission (CQC) inspection, the loss of the services commissioned by the Vale of York CCG and the departure after 10 years of chief executive, Chris Butler. During the year, referrals from primary care increased by more than 13 per cent, and delayed discharges from older people's services continued to create real pressures across Leeds.

Our Priorities for 2016/17

Our focus for the year ahead is improving the quality, safety and outcomes of our services. People who use our services, their families and their carers expect us to provide excellent care, treatment and

support. They have told us that they want us to work with them in the spirit of hope and to help improve their wellbeing and recovery. They want us to provide care and support that is safe and effective; that helps maintain good mental and physical health, and supports them to achieve the best quality of life that they can.

After speaking to service users, stakeholders and staff, the Board agreed our priorities for 2016/17. They not only continue to improve the outcomes we deliver, but also begin to provide a foundation on which we will develop our new Trust strategy:



These priorities will guide our work in the short term and provide day-to-day focus while we, alongside our service users, carers, staff, stakeholders and local partners, design a plan to take us through the next five years.

Clinical Services Strategy Development

This year we will be setting out plans to reshape and improve our clinical services. This will take into account the emerging proposals related to new models of care, the

Leeds Mental Health Framework, and our ability to continue to manage demand effectively. Our strategy will focus on improving our secondary mental health and learning disability services, and on getting the most out of our estate. It will include how we effectively manage inpatient bed capacity; the future need for buildings-based community services; the need for new premises for the Yorkshire Centre for Psychological Medicine (YCPM); and our plans for locked rehab and Tier 4 Personality Disorder services.

Our plans to modernise services will be complemented by a focus on information technology. Our plans include procuring an improved clinical information system; developing a digital strategy to improve outcomes for our service users; rolling out existing solutions developed by mHabitat; improving wifi access at all our sites; piloting new technology solutions such as the use of Digi pens, and investing in more mobile technology.

Partnerships

Partnerships with our colleagues in the third sector will continue to be developed as we seek to support further expansion of the third sector within our services. A new partnership procurement framework will help us respond to the development of new service models quickly and efficiently.

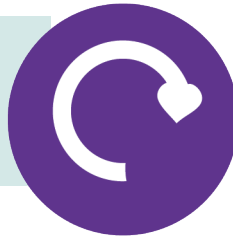
Our focus in 2016/17 will increase service user access to financial advice and benefits, and we will implement the 'Triangle of Care' approach to support carers. While work is well underway with partners to implement a Recovery College with Converge, Leeds Mind and Leeds Universities.

We are also developing a formal approach to partnership working with other providers. With Leeds Community Healthcare for example, we will seek to deliver collaborative solutions to shared back-office functions and any tender opportunities where a partnership bid would be beneficial. We will also explore opportunities with other mental health providers where regional approaches to tenders would add value and be welcomed by commissioners.

Service Improvements

Building on our achievements in 2015/16, further service improvements are planned for the year ahead. These include:

Significantly reducing reliance on out-of-area placements for long term rehabilitation.



Enhancing our liaison psychiatry service to be more responsive.



Increasing the capacity in our Gender Identity service.

Implementing the new urgent, emergency, and crisis care model in line with Urgent Care Vanguard plans.



Developing a new single point of access and assessment, that includes IAPT services currently provided by Leeds Community Health and the third sector.

Building on our review of learning disability services and implementing changes that respond to the local Transforming Care agenda.

Implementing an extended in-house pharmacy service,

7 days per week.



Implementing and evaluating a new primary care mental health initiative.



Continuing our plans for an integrated, system-wide model for older people's services

Continuing development of recovery-focused services.

Our approach to quality

Safety and quality has always been central to everything we do. The full CQC inspection in July 2016 is an opportunity to showcase all the quality improvement

work that has taken place across the Trust since the inspectors' last visit.

We are committed to ensuring that we consistently deliver high quality services for our service users, with a focus on the following areas:

- Patient safety
- Clinical effectiveness
- Patient experience.



Our commitment to quality improvement, achieving local and national requirements, and providing ongoing evidence of this work to the CQC, is set against a backdrop of financial constraints and the need to make significant savings. Despite these challenges, we aim to:

- Make sure that there is a clear line of sight from 'Board to Ward'
- Improve our information systems and quality metrics to ensure that all targets and indicators are reported accurately
- Implement improvements to our mental health legislation processes
- Improve the quality of the patient experience by improving the environment, particularly our mental health units
- Review and improve the clinical risk management processes that support the effective operations of the Trust
- Develop a culture in the organisation that has a clear focus on quality improvement with a well-supported and satisfied workforce who would recommend our services to family and friends.

We publish regular updates on our quality and performance on the [Quality Pages](#) of our website.

Where opportunities for financial savings are identified, we undergo a rigorous assessment of the evidence behind those savings; our capacity and capability to deliver them; stakeholder involvement in identifying the opportunity; how it will improve patient safety and patient experience; how it will improve clinical effectiveness and outcomes; and an equality impact assessment to ensure the needs of vulnerable and hard to reach groups is not compromised. The Medical Director and Director of Nursing must approve and be assured of any initiatives and our Quality Committee and Board are regularly updated and involved in progress.

Our approach to workforce planning

Our staff are our greatest resource, and we want every single employee to be a proud

ambassador for the Trust. The changes in health and social care, particularly the implications of the Five Year Forward View, mean that our staff will need to work differently in the future. The ability to be resilient, engaged and forward thinking will be vital and this is reflected in our five key workforce priorities for 2016/17:

Recruitment

Like all Trusts across the country, we have a number of nursing and consultant vacancies. In response to this challenge, we have revolutionised our approach to recruitment.

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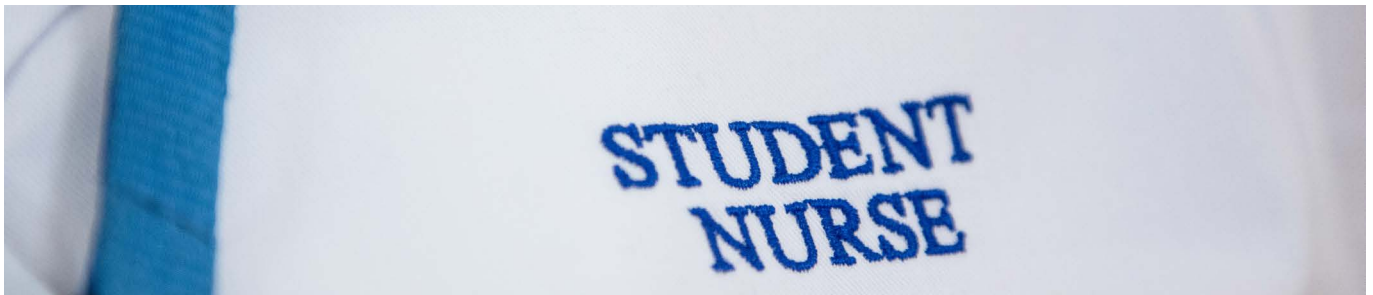
A number of day-long recruitment assessment centre events for nurses and health support workers are planned throughout 2016/17. The first two events, in January and April 2016 resulted in more than 140 permanent job offers being made, and further events are planned for later this year.



We have streamlined our recruitment process, which is making it quicker and easier for candidates to apply, and for managers to get the right people into post.



We have explored new ways to promote our vacancies more widely, and now use local radio, Facebook and Twitter to advertise our posts.





Collaboration is a key feature of our medium and long term recruitment work. We will continue to work with the Leeds Academic Health Partnership to understand how we can best support new models of care and the associated workforce requirements. We'll continue to implement plans to improve equality and diversity within our staff teams throughout the year. We will also increase the workforce planning expertise across the Trust by adopting the 'Calderdale Framework' - a tool developed to support service redesign and the development of new integrated roles.

Working with training partners, universities, Job Centre Plus, local communities and our third sector partners is either planned or already underway to allow us to secure future talent and create more recruitment options.

We want to reward flexibility and achievement in our workforce, and a reward, retention and recognition strategy

Reward, retention and recognition

is currently being developed to support this. We'll use analysis of turnover data and feedback from exit questionnaires to see where we can improve. The plan will include development programmes for all grades and a real focus on staff health and wellbeing. Specifically this means a proactive approach to managing and reducing stress in the workplace, the promotion of locally-owned health and wellbeing initiatives, and supporting middle and junior managers to manage stress, and to increase performance and motivation.

Staff engagement

There is a wealth of evidence that shows that engaged staff deliver better outcomes for service users, and our Organisational Development Framework aims to improve how we effectively engage and involve our workforce. Involving our staff in the development of our strategy refresh is a large part of this work and we are using new 'crowdsourcing' technology to allow every member of staff to make their voice count. A new intranet will launch later this year, which will provide a central, more effective way to communicate and engage with all staff.

This year we will develop our Employee Charter, which will set out what we expect of our staff and how we will support

them to provide the best care possible. Work is also underway to embed our Trust values throughout the organisation, including into our policies, processes, induction and appraisals.

Improving the quality and performance of staff



Reducing stigma and promoting our work

Our reputation is key to positioning ourselves as an employer of choice and to our ability to attract and retain a talented workforce. Communicating well as an organisation is vital to our success, and the year ahead will see a focus on improving our reputation with staff, stakeholders and the communities we serve. Our brand, visual identity, public relations and marketing activity are all important parts of this work. We are also working on the development and design of improved communication channels, including a new website and staff intranet system, and improving our presence on social media.

This year's membership campaign, 'This is Me...', focusses on the idea of identity and labels and the impact – both positive and negative – that they can have. We'll be inviting our members to join in the identity conversation, share their stories, and explore how labels can impact on our sense of self and wellbeing. Throughout the year, events and conversations will be held to raise awareness of this complex subject and reduce the stigma surrounding mental health.



Our approach to finance

We are in a relatively strong financial position, and have a robust and clear approach to maintaining the balance between financial discipline and delivering our agreed quality and service objectives.

Our overall financial strategy seeks to ensure sufficient surpluses are delivered to support the Trust's sustainability and medium-term investment requirements. The Trust's recurrent underlying income and expenditure position is broadly breakeven. The financial sustainability is supported by a robust cash and liquidity position, although the Trust has a significant amount of long-term debt linked to its Private Finance Initiative (PFI) scheme.

The Trust's starting point for 2016/17 was to ensure the minimum 2 per cent national efficiency requirement could be met. Given the level of service change that we have already delivered there is a much more fundamental shift in care models (in partnership with primary care) needed to take this significantly further. The efficiencies being planned cover areas that are referred to in Lord Carter's report, and these include:

- Workforce efficiencies, linked to known improvements needed in the use of e-Rostering and management of non-productive time. This will also impact on the use of agency staff and the Trust anticipates being compliant with overall volume and caps, with the exception at this point of some medical staffing areas.

- Estate management review, improved space utilisation (specifically in PFI assets, although there is an assumed capital impact to deliver) and asset disposals.

- Overall better procurement (the Trust hosts the North of England Collaborative Procurement Hub) which adds value to our own procurement strategy.



The areas above are complemented by the more formal partnership arrangements and opportunities we are pursuing with our health and social care partners across Leeds.

Overall the Trust is sustainable in the short to medium term, but we will continue to seek to drive efficiencies, where these do not detrimentally impact on care.

Our approach to Implementation

and Governance

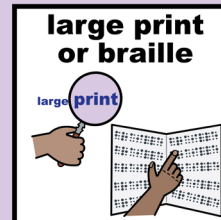
Having set out and shared our plans it is now the responsibility of our Council of Governors and Board of Directors to ensure that they are delivered. We have an established programme management office providing project management and regular progress reports to

the Board, highlighting key achievements and areas where we need to apply more focus. We regularly review our performance to ensure we are delivering local and national targets and standards, and we have extensive governance and assurance processes to allow for monitoring and review of all our plans.


Despite recent and current challenges we are determined to achieve our ambition of providing excellent mental health and learning disability care that supports people to achieve their goals for improving health and improving lives.



We can offer you
this information in:



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and Translation Support Team:

 0113 8556418/9

 translation.lypft@nhs.net