

# PAPER

BOD 60/2015

(Agenda Item: 16)

# Report to the Meeting of the

# Oxford Health NHS Foundation Trust

# Board of Directors

**29th April 2015**

**Business Plan 2014/15 Quarter 4 Report**

**For: Information**

This report summarises the progress of the Trust’s Business Plan in Quarter 4 2014/15 (January – March 2015). The content of this report has been approved by the Director of Finance. Key points requiring attention for each of the drivers and enablers are outlined below.

**Report**

This report has been developed as an interactive report. Select the icons to view each plan and use the links to move between them. The commentary in the report outlines key achievements for Quarter 4 for each project. The milestone maps show plans and progress for each of the projects. Please do not print the slideshow – the report is also available as a printable PDF. Within the interactive report it is also possible to review each quarter to get a picture of achievements against our business plan throughout the year.

**Driving Quality Improvement**

* The ‘Making Every Contact Count’ (DQI-1) campaign began in Jan-15 and teams are currently being introduced to the approach.
* A lack of capacity is slowing progress in the Safer Care project (DQI-2) in the Adult and Older Adult directorates. Work has not embedded fully in certain wards. There have been delays in operationalising the agreed in-house PMVA training (DQI-4) but plans are in place to do this.
* The values-based behavioural framework was signed off by the Board in Mar-15 (DQI-5); however development of the patient experience webpage remains outstanding as capacity and resource remain focused on the CQC project (DQI-9). The IC:5 taskforce team continues to embed the five standards across the Trust with over 80 team presentations completed.
* The Trust Nursing Strategy is being adapted to incorporate the Trust’s recently published Strategy and will incorporate results from a consultation on the CQC standards (DQI-7).

**Delivering Operational Excellence**

* 12-month reviews of the implementation of the new AMHTs and inpatient clinical model within the Adult Mental Health Pathway are partially completed to gather lessons and changes for the future (DOE-1).
* The contract for the Adult Mental Health Partnership should be signed in May 2015, and several outstanding projects concerning the Adult Mental Health pathway can only be done as part of this agreement.
* The pilot of the Community Psychological Medicine Service in Oxfordshire is complete and has been extended for a further year (DOE-5.2).
* The target to reduce length of stay to 16 days by Mar-15 was not met. It remains constant at 22 days with a median of 17 days (DOE-8.2). Pressures remain around sourcing long-term care and patient choice, for which a policy has been developed as mitigation. System-wide work including admission and discharge criteria and the development of pathways in Oxfordshire as part of outcomes-based contract work for older people.
* Mental Health services are now established as a member of the Integrated Locality Teams and team Standard Operating Procedures are being developed (DOE-9).
* Prioritisation of resource to support the implementation of NGEHR has impacted IMBI work (DOE-15). Some reports will not have been fully tested at April go-live due to resource constraints and delays to provision of CareNotes test data. Following go-live, work will commence to improve the use of information and to identify wider requirements needs. The first version of the Quality dashboard has been delivered as a prototype.

**Delivering Innovation, Learning & Teaching**

* Training of a new dental trainee will commence from Apr-16 with three years of funding (ILT-7).
* Development of an Academic Pharmacy Practice Unit is delayed due to slow progress by Bath University (ILT-8). A research strategy has been drafted and posts are recruited to.
* Testing of the CRIS tool is complete (ILT-11). An ethics application will be submitted in Q1 FY16.

**Developing our Business**

* PLICs/SLR reports have been designed but development is delayed due to competing priorities in the Information teams. An alternative reporting solution is now agreed for implementation and roll-out from April/May FY16 (DOB-1).
* The Trust is reviewing its capacity to deliver large-scale changes and cost improvement following Deloitte’s recommendations (DOB-2).
* Following a reorganisation, a Support Officer will join the Business Development and Improvement and Innovation Team in May-15 and will examine Trust marketing needs and the NHS Elect partnership (DOB-4).
* A new web strategy and a social media policy are being developed (DOB-8). Capacity has slowed progress however recruitment issues experienced in Q3 and Q4 have been addressed.

**Developing Leadership, People & Culture**

* Value-based interviews will be introduced in Q1 FY16 (two months behind schedule) and work has begun to look at methods of retention of staff (LPC-5). An Employee Assistance Programme is being discounted but internal schemes are being considered (LPC-6).
* The rollout of virtual classroom programmes is expected in Q2 FY16, which is four months behind schedule due to extra work needed to meet required security standards (LPC-13).
* The national rollout of the Certificate of Fundamental Care will begin in Q1 FY16 (LPC-17).
* Senior HR Business Partners and Directorates received the results of the staff survey in Mar-15 and will now begin to review the outcomes (LPC-24).

**Getting the Most out of Technology**

* The second go-live of CareNotes was delayed to a new expected date of 20th April due to some security issues identified during the final testing phase (GMMT-1).
* All deployment activities on the new cloud telephony solution are now complete (GMMT-2).
* As of the end of FY15, 90% of devices have received the Windows/Office upgrade.

**Using our Estate Efficiently**

* The FY15 operational estates capital programme to the agreed programme has been delivered and Manchester Tool works and Phoenix Refurbishment works are underway (EE-1).
* Several projects to improve estates and facilities services (food/supplies purchasing, domestic/portering service and car parking management) have been delayed to FY16. Improvement of the efficiency of cook chill food provisions is complete (EE-4).
* The Policy and Sustainable Development Management Plan is now developed (EE-5).

**Recommendation:** The Board is asked to note the Quarter 4 position.

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1. A risk assessment has been undertaken around the legal issues that this paper presents and there are no issues that need to be referred to the Trust Solicitors.
2. This paper (including all appendices) has been assessed against the Freedom of Information Act and the following applies: [delete as appropriate]
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