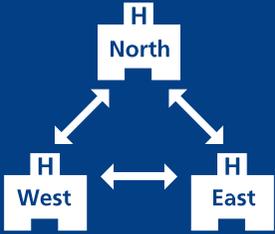


Our priorities for 2019/20

Reviewing our hospital services



Making the most of networking opportunities



Developing care in the community



Creating the right working environment



Delivering care within our budget



Defining our digital strategy



Your executive team



Suzanne Tracey
Chief executive



Darryn Allcorn
Chief nurse



Angela Hibbard
Director of finance and performance



Adrian Harris
Medical director



Pete Adey
Chief operating officer



Iain Roy
Director of facilities
(Retires 30 August 2019)



Julie Cooper
Interim director of people
(Until 5 August 2019)



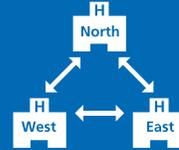
Hannah Foster
Director of people
(From 5 August 2019)



Northern Devon Healthcare
NHS Trust

Trust plan

2019/20



Introduction

This plan builds on the fantastic work staff across the Trust have been doing over the past year to make improvements to services. It focuses on embedding successes, as well as making the most of opportunities to change the way we deliver services for the better in the longer term.

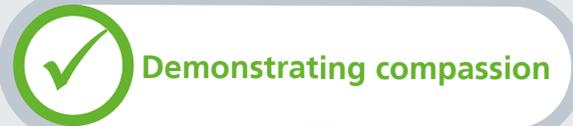
The plan is made up of six key priorities which are outlined in this leaflet. This has been designed for you to fold out and display in your areas. Find more details on BOB.

Delivering this plan would not be possible without the significant input of teams across the Trust. The executive team and Board would like to take the opportunity to recognise the ongoing efforts of staff and the positive work you are doing, which is bringing benefits for our patients and colleagues.

We'd love to hear from you. If you have any questions or ideas, please raise them through your head of department or attend an executive drop-in session.



Our values



Demonstrating compassion



Striving for excellence



Respecting diversity



Acting with integrity



Listening and supporting others

Our PRIDE behaviours

Praising and congratulating others on a job well done

Reporting when things go wrong

Improving how we work from the feedback we receive

Documenting our work to evidence what we have done

Experiencing support and being valued for doing the right thing

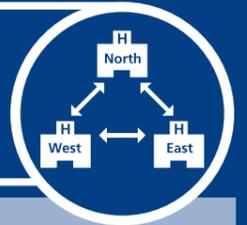
Reviewing our hospital services



Executive leads: Suzanne Tracey, chief executive, Katherine Allen, deputy director of strategy and Angela Hibbard, director of finance and performance

- Commitment as part of collaborative agreement between NDHT and RD&E to review hospital services in northern Devon to ensure we have sustainable arrangements for the future
- Year-long programme working with staff, patients and stakeholders
- Starting place is the outcome of the acute services review that we need a 24/7 ED (A&E) and other supporting services in northern Devon – looking at how we deliver on that commitment
- Looking at a selection of the key hospital services to develop future plans and help make a decision on organisational form
- Will feed into Devon's Long Term Plan, as well as the work on a Peninsula Clinical Services Strategy
- Supporting piece of work to understand the drivers of our financial deficit and which of these we are able to influence

Making the most of networking opportunities



Executive lead: Pete Adey, chief operating officer

- Strengthening the close working between RD&E and NDHT teams
- Exploring opportunities to increase our networking with other providers to support services
- Implementing service delivery networks across SEND (South, East and North Devon) clinical network
- Working across the STP to create a financial framework for clinical networking
- Exploring innovative workforce solutions eg. using technology to allow remote clinical input

Developing care in the community



Executive lead: Darryn Allcorn, chief nurse

- Developing community services across Devon is a key STP priority
- Working with staff to understand the strengths of our current community and at home model
- Exploring opportunities to develop the model further
- Focusing on benefits for patients and staff through promoting independence and managing demand on non-elective services
- Building on our successful innovations, such as our integrated teams and specialist teams like our pathfinder, rapid response and care homes teams and our Devon Cares domiciliary care service
- Ensuring we have a strong clinical voice sharing our successes and vision

Creating the right working environment



Executive lead: Julie Cooper, interim director of people

- Developing the longer-term workforce plan:
 - » Ensuring our offer is attractive to potential candidates
 - » Building on successful innovations to 'grow our own' workforce and develop new roles
 - » Developing staff within roles and to become leaders
 - » Understanding how staff feel about the culture we work in
 - » Delivering new corporate structures to ensure we have the right skills and capacity in place
- Improving the physical environment
 - » Making improvements to physical workspace, whilst recognising funding constraints
 - » Making the best use of the space we already have
 - » Ensuring the right technology is in place to support staff who are working in new ways
- Looking for opportunities beyond NDHT
 - » Continuing to be part of conversations about making the most of our estates across the STP
 - » Exploring opportunities for shared services that support teams to be more resilient, particularly between NDHT and RD&E
- Keeping us safe through enhancing our approach to governance
 - » Creating a positive learning culture where staff feel safe to question and challenge
 - » Encouraging staff to live by the Trust's values and behaviours
 - » Helping every member of staff to understand what good governance means in their role
 - » Supporting teams with understanding new meeting and reporting processes and structures

Delivering care within our budget



Executive lead: Pete Adey, chief operating officer

- Reviewing our bed capacity modelling to ensure it supports patient flow
- Building on improvements to performance and considering what else we can do to meet demand
- Making the best use of our workforce – ensuring staff are deployed effectively to help us deliver the best patient care and reduce agency use
- Delivering the finance plan
 - » Target set by regulators of £14m deficit, allowing us to access additional funding to take us to breakeven
 - » Challenging plan with a CIP target of £10m – aligned to operational plan and developed with strong clinical and operational engagement
- Working with the wider Devon STP to meet the challenging system financial target, with a number of programmes of work looking at how we provide healthcare across the wider population
- Empowering teams
 - » Placing a greater focus on reporting and decision-making at divisional level
 - » Reviewing divisional performance meetings to ensure they have the right focus
 - » Supporting teams to ensure the right risks and concerns are escalated through the governance process
 - » Giving teams greater visibility of spending through service-level reporting

Defining our digital strategy



Executive lead: Adrian Harris, medical director

- Ensuring systems are fit for purpose now and into the future
- Making the most of technology advances to improve how we deliver healthcare and the experience of receiving it
- Determining future plans for planned or partly implemented systems e.g. TrakCare, Unified Telecommunications and Nerve Centre
- Reviewing IT applications in use across the Trust
- Working with STP partners to develop Devon-wide digital solutions