

Making a Real Difference – Everyone Matters

# Strategic Direction 2008 – 2013

Stoke on Trent Specialist & Community Healthcare - An Operating Division of Stoke on Trent PCT



## **Contents**

### **Chairman's Introduction**

### **Our aim, vision and values**

### **Improving our service**

### **Themes and objectives 2008 - 2013**

- People are at the centre of what we do
- Sustaining and expanding quality services that make a real difference
- Developing partnerships with purpose
- Developing and empowering staff
- Making a real difference – meeting standards for best practice and delivering targets
- Ensuring public money is well spent

### **Implementing the Strategic Direction**

“ The next five years will see continuing change in the way that health services are provided.

In readiness for the challenges ahead and to ensure that the organisation is well placed to respond to change, we have drawn together a strategic plan to meet national policy and local health care needs.”

Rauf Mirza

Chairman of Stoke on Trent Specialist and Community Healthcare Board



**Rauf Mirza**  
Chairman of Stoke on Trent  
Specialist and Community  
Healthcare Board

## OUR AIM, VISION AND VALUES - DEVELOPING OUR SERVICES

### Introduction

In readiness for the challenges ahead and to ensure that the organisation is well placed to respond to change, we have drawn together a strategic plan to meet national policy and local healthcare needs.

Stoke on Trent Specialist and Community Healthcare (an operating division of Stoke on Trent NHS Primary Care Trust) has a prime responsibility for contributing to the overall National Health Service agenda. Two key examples are:

- 1) responding to patient choice agenda and**
- 2) working closely with commissioners of local health services and especially practice based commissioners.**

The NHS Operating Framework for 2008/09 sets out key objectives for success.

- **Improving cleanliness and reducing healthcare acquired infections**
- **Delivering 18 week referral to treatment target**
- **Keeping adults and children well and reducing health inequalities**
- **Improving patient experience, staff satisfaction and engagement**
- **Being prepared to respond in a state of emergency**

We currently provide a wide range of health services delivered directly in the local community and we are keen to develop this area of work further.

It is essential that we continue to strengthen our organisation in partnership with staff and local people. Strong organisations with clear values and measures for success provide the best quality services.

Our *Strategic Direction 2008 – 2013*, sets out our aims, vision and values, the factors affecting our service, development plans and the ways in which we plan to address the six key themes. The strategic plan will be reviewed and updated on an annual basis as we review our services and strengthen our business.



## Our Aim

To deliver high quality, safe services and promote the health and well-being of everyone we serve.

## Our Vision

To offer hospital and community services that people value and positively choose to receive.

## Our Values

- People are at the centre of everything we do
- We take pride in delivering a high standard of care
- We enable people to make choices about their care by providing understandable high quality information
- We treat each other and people who receive our services with dignity and respect
- We all act with responsibility for what we do

## Guiding Principles

Our guiding principles which inform the strategic direction are:

- Quality
- Equity of Access
- Provider of Choice
- Care Closer to Home
- Voluntary Sector Involvement
- Being an Excellent Employer
- Productivity Improvement and Efficiency – Service Redesign
- Involving People in their Care and Service Planning

For each of the strategic themes, we have detailed key work streams for service development. It is acknowledged that some of these will be dependent upon additional investment. However, we will continue to review and strengthen our present services through staff and public engagement to provide the best value and quality services for local people. We intend to make a real difference, focus on individual care and support, and enhance our staff talents to measure and deliver success.



## IMPROVING OUR SERVICES

### National Policy

Of the key national policies mentioned earlier that affect our service planning there are three which have particular importance:

- **Local Patient Network**, aiming to engage patients and carers in the NHS decision making process
- Our Health, Our Care, Our say – moving more services closer to people's homes
- Developing staff empowerment and partnerships

### Patient Need

National research indicates that most people believe healthcare services should be:

- **Good quality**
- **Available quickly**
- **Provided as close to home as possible**

### Making a Real Difference

The services provided throughout the Community are generally based on enduring long term relationships with patients and their carers. Therefore it is unusual for a service to simply see a patient once and discharge them. For example, a Health Visitor may well work with a young family over at least 18 months. In a similar way, whilst the district nursing service cares for those over 18 years, the majority of clients are in older age and therefore the service is increasingly delivering more complex care to those with Long Term Conditions and those coming to the end of their life.

Although a number of the interventions with patients may be as one off's, e.g. suture removal / eye drops following surgery, it is believed more than 50% of patients are now presenting with multiple nursing needs requiring continued interventions over a number of years – indicative 5 - 10 year period for this cohort of patients.

Our hospital services such as Rheumatology may well be monitoring patients for a number of years as part of their care.

The various services are therefore joined by the common thread of 'community services' and longevity of care. We can therefore use the community links and networks that have evolved over long periods of time to make a real difference within the community

There are significant challenges ahead to help improve local health and well-being. The Strategic Direction provides the ability to establish the service direction for:

- **Long-term Conditions**
- **Stroke**
- **Coronary Heart Disease**
- **Cardiovascular Disease**
- **Children and Young People**
- **Identifying Health Gain for Patients**

We need to ensure that the outstanding buildings that have been built, e.g. Bentilee Neighbourhood Centre, Fenton, Packmoor, and Shelton Health Centres and those that are planned, e.g. Cobridge, provide services that make a real difference for local people.

For all of our services, the framework below is being used to provide the best future model of local care services to support the movement of more services to the community.

“For all the themes and objectives we will develop annual measures of success.”

Rauf Mirza

Chairman of Stoke on Trent Specialist and Community Healthcare Board



Tiers of Care



By using this model of care, our Strategic Direction supports the changes at the main hospital, the University Hospital of North Staffordshire, to provide more local services.

**Key Themes**

Taking into account local healthcare needs and national policies, our key strategic themes for 2008 – 2013 are:

- People are at the centre of what we do
- Sustaining and expanding quality services that make a real difference
- Developing partnerships with purpose
- Developing and empowering staff
- Making a real difference – meeting targets and standards for best practice and providing the best services
- Ensuring public money is well spent

The following section provides further information about the ways in which we shall address these themes. The objectives listed will be implemented each year through the Annual Business Plan.

**THEMES AND OBJECTIVES 2008 - 2013**

For all the themes and objectives we will develop annual measures of success.

**1. People are at the centre of what we do**

**Objectives:**

- Ensure that people who use our services are treated with kindness, dignity and respect
- Ensure compliance with national standards for safeguarding children and vulnerable adults
- Ensure robust systems are in place for managing risk
- Ensure systems are in place to learn from incidents and complaints to improve services
- Ensure equality of access and services for everyone
- Involve people in planning their care and in planning services

**Strategic Direction**

People are at the centre of what we do

**2008/2009**

- People involved in service planning groups
- Benchmark minority groups access to services
- Audit of all care services re: Essence of Care
- Develop key outcomes for success in partnership with local people
- Undertake a local programme of market research

**2010/2011**

- Continued compliance with Essence of Care audit
- Results & evaluation of patients' involvement
- Demonstrable improvement in equity of access
- Improvement in national patient survey results.

**2012/2013**

- New services developed and evaluated following market research

## THEMES AND OBJECTIVES 2008 - 2013

### 2. Sustaining and expanding quality services that make a real difference

**Objectives:**

- Work positively with GPs to improve and develop clinical services
- Provide appropriate local services for the 5 neighbourhoods in Stoke on Trent
- Develop new service provision for services previously carried out in hospitals
- Become local clinical champions for long term conditions, older people's services, and local health and well-being

**Strategic Direction**

Sustaining and expanding quality services that make a real difference

**2008/2009**

- Implement new model of delivery for Health Visiting services
- Develop a model of service provision for Haywood and Longton Hospitals
- Reduce the number of healthcare acquired infections
- In each of the five Neighbourhoods develop plans for the use of facilities to develop both children and adult services including urgent care services
- Production of an Annual Business Plan that includes opportunities for market expansion

**2010/2011**

- Evaluate Health Visiting services
- Range of services in place to prevent admissions, e.g. step up beds, rapid access services
- Evaluation of new services.

**2012/2013**

- Number of new services established and in place. Rolling evaluation established

### 3. Developing partnerships with purpose

**Objectives:**

- Work with Stoke on Trent City Council to provide care to improve the health and well-being of the population
- Identify opportunities and develop partnerships with the Voluntary Sector to develop improved services
- Involve patients and carers in service planning and delivery
- Work with other NHS organisations e.g. University Hospital North of Staffordshire (UHNS) , Combined Healthcare, North Staffordshire PCT

**Strategic Direction**

Developing partnerships with purpose

**2008/2009**

- Evaluation of the Bentilee Integrated Neighbourhood Team
- Partnerships in place with Voluntary Sector, e.g. Falls Service
- Achievement of key LAA Targets that reduce mortality and promote health and well-being
- Develop partnerships with local businesses

**2010/2011**

- Increase number of integrated schemes/ services
- Achievement of all national performance and agreed local target standards

**2012/2013**

- Evaluation of schemes
- Achievement of all national performance standards



#### 4. Developing and empowering staff

**Objectives:**

- Ensure staff are provided with essential training
- Ensure staff have personal development plans
- Encourage staff to have an appropriate work/life balance
- Ensure staff are empowered in their jobs and involved in the future service development
- Be the employer of choice
- Promote and value equality and diversity
- Produce a workforce plan

Strategic Direction Developing and empowering staff
2008/2009 <ul style="list-style-type: none"> <li>• 95% of staff have PDP and attend mandatory training</li> <li>• Implement leadership development project</li> <li>• Involve focus to engage staff in service innovation</li> <li>• Action plan in place from staff survey results</li> <li>• Produce a Workforce Plan to reflect service and staff</li> </ul>
2010/2011 <ul style="list-style-type: none"> <li>• 95% of staff have PDP</li> <li>• 95% of staff attend mandatory training</li> <li>• Improved results on staff survey</li> <li>• Audit of Workforce Plan</li> </ul>
2012/2013 <ul style="list-style-type: none"> <li>• 95% of staff have PDP</li> <li>• Over 95% of staff attend mandatory training</li> <li>• Improved results on staff survey</li> </ul>

#### 5. Making a real difference – meeting standards for best practice and delivering targets

**Objectives:**

- Ensure public confidence in the service we provide
- Ensure access to services and navigation through the different systems is simplified and is straight forward
- Ensure that targets in the Local Area Agreement to improve access to services and promote health and well-being are delivered
- Ensure all national and local targets are delivered to timetable

Strategic Direction Meeting standards for best practice and delivering targets
2008/2009 <ul style="list-style-type: none"> <li>• Provide time for clinical audit and evaluation</li> <li>• 95% of staff receiving clinical supervision</li> <li>• Attain good standard in National Healthcare Standards</li> </ul>
2010/2011 <ul style="list-style-type: none"> <li>• All staff receive clinical supervision</li> <li>• Maintain 100% performance of Essence of Care</li> <li>• Attain excellent standard in National Healthcare Standards</li> </ul>
2012/2013 <ul style="list-style-type: none"> <li>• All staff receive clinical supervision</li> <li>• Maintain excellent standard in healthcare rates</li> </ul>



## 6. Ensuring public money is well spent

### Objectives:

- Achieve the financial duties
- Ensure clear and accountable governance arrangements are in place
- Ensure actions are open and honest and accord with national codes of conduct and corporate governance standards
- Understand cost and quality of service in order to provide the best possible service for people
- Improve productivity
- Ensure that the organisation's focus is determined to provide best value quality care
- Implement the Strategic Direction
- Each year we will review the Strategic Direction to ensure that it is consistent with national policy and local health needs.

The Strategic Direction will be actioned through the production of an Annual Business Plan, plans and objectives of managers and staff as detailed below.

Where the strategic planning fits



It is important that we know that we continue to deliver services that make a difference. Each year we will set out the key performance indicators that we will use to measure our success. We will commence the process of achieving success in 2008/09 by agreeing these indicators through consultation with staff, local people and our key partners.

#### Strategic Direction

Ensuring public money is well spent

2008/2009

- Maintain financial balance
- Attain Risk Pooling Scheme for Trusts (RPST) Level 1
- Strengthen corporate and clinical governance arrangements
- Review the options for models of the organisation as detailed in 2008/09 National Operating Framework, e.g. Foundation Trust, Care Trust, Social Enterprise
- Implement the agreed model of organisation
- Approve Information Management & Technology Strategy and Estates Strategy

2010/2011

- Maintain financial balance
- Attain RPST Level 2
- Continue to review the nature of the organisation in accordance with National Policy

2012/2013

- Maintain financial balance
- Attain RPST Level 3





**Making a Real Difference – Everyone Matters**  
**Strategic Direction 2008 – 2013**

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