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Transforming Care for the Future

2018/19 Annual Plan and Commitments

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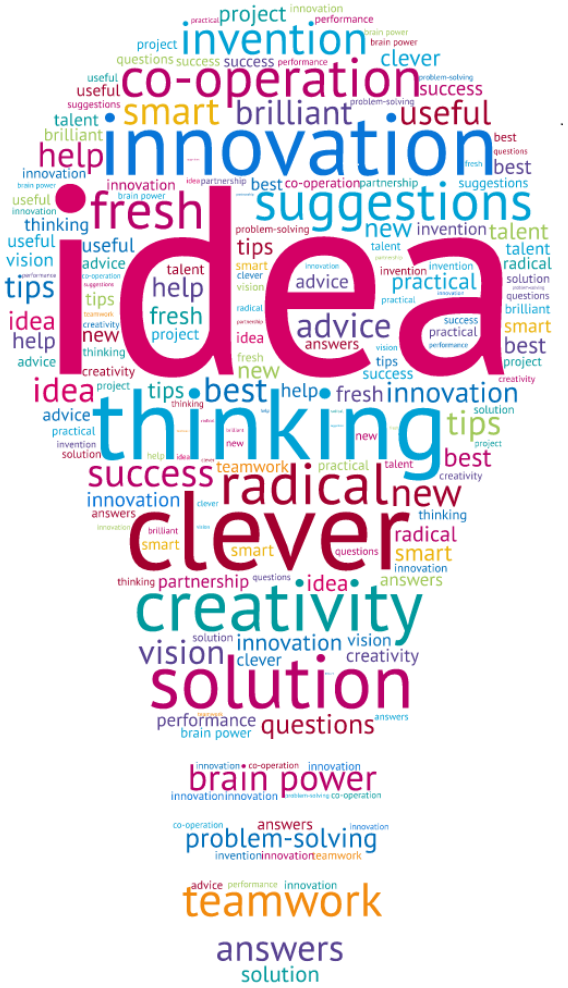
April 2018



Contents

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	Page
Overview	3
The Roadmap	4
Our Priorities & Objectives:	5
Delivery of MFT Operational Excellence Standards	
Integrated Care and Pathways	
Creating the culture and build capability for continuous improvement	
Our Year Ahead	9

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Overview

The MFT Transformation Strategy was approved by the Board of Directors on 19 September 2017. Our ambition is to lead healthcare in the NHS and therefore we need to be in the top decile for quality in its broadest sense not only on outcomes and safety but patient and staff experience and operational efficiency.

As a result we aspire to be recognised for excellence in patient and staff experience and use of technology, facilities and strong leadership are enablers for staff to change. This is the key driver for our transformation programme and in 3 years' time through a culture of clinically led change we want to achieve:

Operational excellence across all hospitals and community services, alongside being recognised for excellence in quality, patient and staff experience

Fully integrated single hospital services

Effective partnerships with our Local Care Organisation, Devolution Manchester, Shelford Group and other key stakeholders

The aim of our transformation strategy is to ensure we:

- ✓ Continue to build upon and strengthen the transformation work already in place
- ✓ Continue to build the capability of staff to ensure a culture of continuous improvement.
- ✓ Ensure we are making best use of existing resources and corporate teams to support improvement and support the clinical teams and divisions / hospitals in a coherent way.
- ✓ Continue to co-ordinate projects to ensure lessons are shared.

The Transforming Care for the Future Programme objectives for the next 3 years are:

Culture for change	Continue to create the right culture across each Hospital and Division to deliver change through embedding the values and behaviours and leadership
Build Capability	Continue to build staff capability in leadership and change using a single methodology to support continuous improvement
Delivery	Through collaborative working achieve operational excellence and excellence in patient and staff experience which will continue to deliver efficiencies through transformational change, supporting the financial strategy
Governance	Comply with the governance process / PMO to ensure rigour to the work and expectations to achieve top decile for quality

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The Roadmap

The 3 year road map within the Transformation Strategy outlined year 2 as delivering integration benefits and going from "good" to "great" in year 3.

During 2018/19 the focus will be to deliver the patient and financial benefits from the merger business case, as well as continuing to embed and sustain the MFT standards for outpatients, elective and non elective care across all Hospitals / Managed Clinical Services.

The transformation resource will focus on the complex change work streams which will primarily be in the delivery of the integration benefits.

This report outlines the timescales and commitments to deliver the integration programmes of work.

SUSTAINING & EMBEDDING - SUPPORT MINIMAL IMPACT ON PERFORMANCE THROUGH MERGER

Outpatients:
- Support delivery of digital programme
- Accreditation roll out to embed outpatient standards

Elective:
- ERAS + roll out
- 6-4-2 embedded
- More patients treated through existing resources
- High risk adult elective on MRI site
- Theatre accreditation to embed elective standards

Emergency:
- Surgical ambulatory Care / assessment area
- High risk emergency adult surgery on MRI site
- Additional MRI scanner and access to more theatre for emergencies to support 7 day services
- SAFER standards embedded

Integration:
- GIRFT / due diligence for best practice / learning to identify quick wins
- Deliver on 1-100 and year 1 projects

Culture and capability:
- Blueprint for model hospital
- Focus on middle managers leadership and change training
- MDT improvement projects
- Quality Improvement hub / creative space

INTEGRATION BENEFITS

Delivery of MFT Operational Excellence Standards for outpatients, elective and non elective care

Integration:
- Reduce time to treatment for acute coronary syndrome, heart rhythm abnormalities and aortic surgery
- Improve access critical limb ischaemia and time to treat for symptomatic carotid patients
- Timely single point of access to stroke rehabilitation
- Reduce waits for urgent gynaecology surgery
- Reduce time to treat kidney stones
- Surgical ambulatory Care / assessment area implementation
- Improve access times for elective orthopaedics through consolidation
- Reduce LoS for Head and Neck Cancer surgery

Culture and capability:
- Transform through new organisational form and develop team based approach to leadership and improvement
- Single leadership and improvement hub for staff to access resources
- Kaiser Permanente dosing formula progress to build capability across each Hospital / Managed Clinical Service
- Shared learning events to spread innovation
- Promote improvement networks

GOOD TO GREAT

Delivery of MFT Operational Excellence Standards for outpatients, elective and non elective care

Integration:
- Reduce time to treatment for acute coronary syndrome, heart rhythm abnormalities and aortic surgery
- Improve access critical limb ischaemia and time to treat for symptomatic carotid patients
- Timely single point of access to stroke rehabilitation
- Reduce waits for urgent gynaecology surgery
- Reduce time to treat kidney stones
- Reduce morbidity and mortality for colorectal emergency patients
- Improve access times for elective orthopaedics through consolidation
- Reduce LoS for Head and Neck Cancer surgery
- LCO implementation to reduce attendances / admissions to hospital for frail people, long term conditions, mental health / learning disability / dementia / children and young people, complex lifestyles

Culture and capability:
- High performing teams in place
- Kaiser Permanente dosing formula achieved for capability building
- Culture of continuous improvement across the whole organisation

2017/18 → **2018/19** → **2019/20**

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Delivery of MFT Operational Excellence Standards

Over 1.6 million patients are seen across our outpatient settings and for many this is the only time they will come into contact with our services. This is why we are committed to improving our outpatient services to provide the best patient experience and have developed outpatient standards for all areas to work towards.

Approximately 125,000 patients are treated electively across MFT and the NHS Constitution promises patients a limit on any wait for tests, outpatient care or planned operations. Timely referrals for treatment leads to better outcomes for patients. In order to improve care for our elective patients we have developed standards with clinical teams across the pathway to ensure that as soon as the decision is made to treat we have the most efficient and effective processes for pre-operative assessment, theatre listing and enhanced recovery.

Over 380,000 people attend our adult and children Emergency Departments every year. Emergency demand continues to rise and therefore we need to ensure our internal processes are efficient for patients through the delivery of our SAFER standards designed to improve patient flow. There is also the requirement to ensure collaborative working with key partners across Greater Manchester to manage patients as far as possible closer to home.

Hospitals / Managed Clinical Services are required under the decision rights to deliver and embed the outpatient, elective and SAFER standards in order to ensure the basics are in place to achieve operational excellence.

TRANSFORMATION TEAM OFFER AT GROUP LEVEL APRIL 18 – MARCH 19, WE WILL:

Objective 1:

- ✓ ensure best practice is shared across the Group through quarterly “Transform Together” events, sharing examples of improvement projects and ensuring individuals / teams gain recognition for their work. We will continue to support standards becoming "business as usual“ through Hospital / Managed Clinical Service Transformation Leads

Objective 2:

- ✓ ensure the outpatient, elective and SAFER standards are based on best practice, supported by technology resulting in reduced DNAs, improved theatre touch time and reduced length of stay. We will ensure the standards are reviewed annually with clinical teams and patients

Objective 3:

- ✓ scale up areas of best practice across the Group and ensure processes are standardised where appropriate providing tools, resources, case studies for staff through a single leadership and improvement programme

Objective 4:

- ✓ monitor Group progress through the Accountability Oversight Framework (AOF) measures and accreditation scores

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Integrated Care and Pathways to deliver Clinical Benefits

A Post Transaction Implementation Plan (PTIP) was developed prior to the establishment of MFT and an element of this plan is the integration of clinical services. The Chief Transformation Officer will oversee the implementation through the Operational and Transformation Oversight Group and the Transformation Team resource will support clinical teams in delivery.

The business case identified 10 key clinical areas with significant patient benefits through integration. Clear and robust plans have been developed and KPIs agreed to deliver the benefits over 3 years. This acknowledges the scale and complexity of the integration work, whilst ensuring quicks wins are realised.

The Integration Management Office will track the progress against the benefits and this will contribute to the wider Single Hospital Benefits realisation process.

The clinical strategy work will inform further service / integration reconfiguration and the transformation plans will adapt and align as required.

TRANSFORMATION TEAM OFFER AT GROUP LEVEL APRIL 18 – MARCH 19, WE WILL:

Objective 5:

- ✓ ensure the patient benefits for year 1 are delivered in line with the KPIs and trajectory approved through the Manchester Investment Agreement

Objective 6:

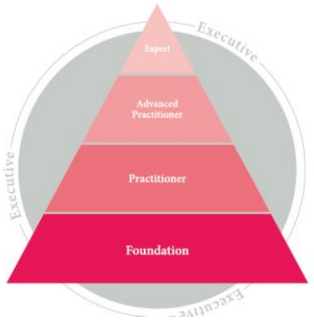
- ✓ ensure implementation of the first phase of the general surgery Healthier Together consolidation

Objective 7:

- ✓ work with Organisational Development (OD) to ensure the high performing team principles underpin the integration and engagement with staff and patients throughout the process

Objective 8:

- ✓ work with Finance and Turnaround to ensure the clinical benefits derive financial benefits as outlined in the Business Case and PTIP



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Creating the culture and build capability for continuous improvement

Successful transformation requires a prevailing culture that strives for improvement. A culture that is open about problems, receptive to change and committed to doing what is best for patients is a vital foundation for a successful and sustainable long-term transformation.

It is really important to ensure staff possess the confidence and knowledge and skills to lead change, as well as having the right number and level of people who are actively engaged and able to make improvements. Literature suggests it is helpful to have an explicit ambition for how many people should be skilled in improvement and without a considerable number of people with these explicitly recognised improvement skills transformational change will not be achieved.

As a result, it is important to ensure there is investment in training in IQP, leadership and improvement skills so that improvement capability is translated into Hospital Sites and Clinical Managed Services to ensure sufficient expertise to be able to effectively achieve the scale of improvement we are seeking.

Over the next year we will use learning from global leaders as outlined in the PTIP and the Kaiser Permanente formula for staff training to achieve a culture of continuous improvement.

Clinical standards groups developing during the year will be empowered to implement change at the patient interface, driven by data and information such as patient feedback, audit outcomes and key performance indicators at a local level. These new groups will require support and development.

TRANSFORMATION TEAM OFFER AT GROUP LEVEL APRIL 18 – MARCH 19, WE WILL:

Objective 9:

- ✓ work with OD to ensure the high performing team principles and values and behaviours underpin the integration programmes of work which in turn will support and improve staff experience

Objective 10:

- ✓ continue to commission leadership and improvement courses to meet the needs of staff, working with those organisations with a lead role in improvement and innovation, such as NHS Improvement, AQuA, Haelo, Health Innovation Manchester

Objective 11:

- ✓ work with the clinical standards groups and clinical teams to continue to generate ideas and translate into practice through reviewing new care models nationally and internationally and through established networks

Key Outcomes Measures

	2017/18 MFT		2018/19 MFT Shelford Quartlie	2019/20 MFT Shelford Decile
	CMFT	UHSM	MFT	MFT
Patient Experience - overall view of inpatient services - patients feeling that they had a good experience (Inpatient Survey)	Currently being Collected for 2017		8.3	8.4
Staff engagement - overall engagement score (Staff survey)	3.78	3.79	3.96	4.03
Mortality (SHMI) (Central Intelligence)	99.8		<100.00	<100.00
Length of Stay (days) Elective Non-Elective (Central Intelligence and Dr Foster excluding zero days)	4.5 3.8 4.8	5.5 3.9 7.1	4.3 3.7 4.4	4.1 2.6 4.3
Theatre Touch Time (Central Intelligence)	77.3%	86.5%	84.7%	89.2%
Outpatient DNA New Follow	 11.4% 9.4%	 9.9% 9.0%	 6.6% 8.1%	 3.8% 7.3%
Financial Impact of Integration (Turnaround team)	£6m	£2m	£8m	£10m

Our Year Ahead

	Delivery of MFT Operational Excellence Standards	Integration	Culture Change & Capability Building
Quarter 1	• Ratification of Elective Standards • Launch Outpatient Standards across Wythenshawe & Withington • Improvement framework across MRI • Audit of Outpatients across MRI • Share Learning through Transform Together Event and publish case studies • Digitalising Outpatients Simulation Exercise	• Endoscopy due diligence • Ratification of Frailty Standards • Review of Cardiac Services • Development of ACS pathways protocol • Options paper developed for Head & Neck • Options appraisal for Orthopaedics elective activity at TGH • Evaluate progress against Manchester Agreement	• Launch new curriculum for building capability • Support Hospitals in developing training plans • High Performing Team Coaching and accreditation
Quarter 2	• Relaunch elective standards and support Hospitals in refresh of improvement plans against Standards • Share Learning through Transform Together Event and publish case studies • Wythenshawe & Withington Outpatient EBD Event	• Establish pathway for Fractured neck of femur patients from Wythenshawe to TGH • Evaluate frailty across the 3 sites against standards and develop improvement plans • Pooled daycases in Urology • Implementation of new pathways for Lithotripsy • Evaluate progress against Manchester Agreement	• Quarterly staff pulse check • Implement Single Improvement Hub • Communicate Transformation Strategy 'Rich Picture
Quarter 3	• Working with the nursing team on ensuring the theatre accreditation process embeds the elective standards • Share Learning through Transform Together Event and publish case studies • Support Wythenshawe & Withington in assessment against outpatient improvement plans	• Implement Single point of access for Stroke referrals • Establish a Trusted Assessor model • Implementation of ambulatory care for general surgery • Evaluate progress against Manchester Agreement	• Host Shelford Network event • Quarterly staff pulse check • Draft capacity training specification for 2019/20
Quarter 4	• Review standards against good practice • Evaluate progress against the work programme and agree 2019/20 plan • Hospital Capacity Plans • Share Learning through Transform Together Event and publish case studies	• Develop 19/20 plans based on the opportunity pack data and accountability oversight framework • Evaluate progress against Manchester Agreement	• Evaluate 19/20 capability programme • Quarterly staff pulse check