

Strategic direction 2010-2015

Executive summary

against standards set by them to continually learn and improve.

- Ensure we continue to fulfil the 'terms of authorisation' as required by Monitor

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1. Introduction+

This strategy for 2010-15 sets out the Northern Lincolnshire & Goole Hospitals NHS Foundation Trust's (NLaGFT) future direction with 5 strategic goals. It describes the national and local influences that have shaped the development of the strategy, the 5 strategic goals - including the objectives that contribute to them, and how the strategy will be implemented.

2. National & Local Influences

The NHS has differing consumers of its' services. The strategic direction needs to take into account the needs of patients and the public (who will use our services over the next five years) as well as the commissioners of the NHS services (mainly primary care trusts) who are increasingly seeking to purchase services delivered in community or other non hospital settings.

The key will be being able to deliver high quality clinical services which are viable (ie treat the number of patients required for services to be safe) in a cost effective manner.

At the same time, the trust has to take in account demographics of the local population, where we have some of the highest average rates of people diagnosed with heart disease, stroke, cancer and diabetes and deaths related to smoking.

The Trust also has to take into account the UK economy, with NHS organisations having to make between 5-6% efficiency savings each year for the coming years, meaning savings of approximately £80m over 3 years from 2011/12.

Workforce planning will remain a challenge in the coming years, with training to replace an aging workforce while ensuring value for money service provision continues to be provided.

The Trust will:

- Invest in developing clinical leaders, Board development and identifying future leaders and respond to their development needs
- Continue to develop roles within the service that are innovative and attractive, working imaginatively with other partners, to assist with recruitment and retention of staff.
- Build flexibility into the workforce to allow rapid contraction or expansion in response to market factors or clinical transformation.
- Invest in training and development of staff to manage retirement profiles and ensure an adequate supply of labour and to support the changes required in working practices.
- Ensure staff feel valued and are encouraged to contribute to the development of their services.
- Develop initiatives to support staff wellbeing.
- Maximise job security within the health community by working with other local NHS organisations to ensure staff expertise is retained within the health community.

4.5 Accountability & Regulation

The Trust will:

- Continue to reflect the views of our members, governors and staff
- Consult and engage stakeholders and the public on any service changes
- Ensure the continued growth of a representative membership
- Fulfil our contractual obligations and review our capacity in a well managed way.
- Maintain registration with the Care Quality Commission and use the review of performance

Long Term Condition management in settings closer to the patient's home.

4.3 Effective and Efficient Use of Resources

The Trust will:

- Have a major focus on improving productivity co-ordinated by the Trust's Innovation & Improvement Programme (IIP).
 - Recognise the inter-relationship between quality improvement and sustained financial performance, and not manage them separately.
 - Ensure service re-design delivers improvement on better value indicators such as reduce lengths of stay, same day admissions, improved follow-up to new outpatient clinic ratios
 - Continue to benchmark all our services against the top 25 performing Trusts
 - Continue to generate a financial surplus to support investment where necessary
 - Work with Primary Care teams to harness technology to support the transfer of services into non-hospital settings or avoid hospital attendance.
 - Meet carbon reduction targets by pursuing initiatives around energy generation, procurement & conservation
 - Use some spare clinical capacity generated through other measures to allow the Trust to accommodate increases in patients from the Louth, Gainsborough and Doncaster areas.
 - Look for opportunities to use staff and buildings in different ways.
- Explore opportunities for shared services and use advances in information technology to support opportunities for increased effectiveness.

4.4 Investment in Workforce Leadership & Management

What will also be essential is an increasing responsiveness and flexibility from our workforce to change, such as flexibility over role and location of service provision to match the need for innovation and re-design, and improved productivity and efficiency.

The trust must continue to meet its requirements under national regulations by a variety of national organisations including Monitor (the independent regulator for Foundation trusts) and Care Quality Commission, the Health and Safety Executive and local commissioners.

3. Our Vision

The Trust's vision is to provide the very best accessible healthcare and to constantly improve what we do.

The Trust's core business is to provide a range of high quality clinical services that is financially viable and which together allow us to deliver a broadly comprehensive range of emergency services to our local populations.

To do this, and for our services to be sustainable, we also need to deliver a range of elective services which are required by commissioners, and which allow us to maintain the critical mass necessary for those emergency services to remain viable.

Some of these services may need to be delivered in traditional hospital settings, with links to specialist tertiary centres where required; others may be delivered in community settings. Our aim is to work with commissioners to ensure all services are developed with a focus on keeping people well. To do this we will develop alliances and partnerships with other providers to deliver re-designed services in different ways where appropriate or to secure appropriate facilities and support services for the delivery of integrated services,

recognising that location of service delivery will be a variable and therefore kept under constant review.

Local services for local people continues to be our focus. We will however consider extending services beyond our current perimeters when to do so is viable and beneficial for NLaGFT, meets commissioner needs and will not compromise our local services

4. Strategic Goals & Objectives

The future development of the Trusts services can be grouped into the following 5 strategic goals:

4.1 Quality, Patient Experience and Patient Safety

The Trust will:

- Implement the Trust's "*Simply the Best*" strategy which describes how NLaGFT aims to be amongst the best providers of healthcare in England.
- Provide high quality clinical services by delivering *QUEST (Quality, Excellence Standards)* - the part of the Trust's strategy for improving quality of care that focuses on patient safety. By addressing the major causes of avoidable mortality and harm, it aims to reduce the Hospital Standardised Mortality Ratio to that of the top 10% of acute trusts and at the same time, to reduce harm to patients.
- Deliver the key objectives of Healthy Ambitions
- Invest in the patient environment to ensure patients continue to choose our services and to ensure infection control and carbon reduction requirements are met
- Listen and respond to what patients tell us about their experience in our hospitals by capturing 'real time' feedback alongside periodic surveys and patient reported outcome measures (PROMS)
- Continue to ensure our services are accessible and patients do not have to wait longer than necessary for any element of their care

- Roll out the "Productive" series (designed to improve productivity, efficiency and job satisfaction) to all areas of the Trust
Evidence through our governance programme that risk assessment and quality improvement is embedded in everything we do.

4.2 Clinical Transformation

The Trust will:

- Work with local commissioners (including GP's and practice based commissioners) and local clinicians on a series of strategic initiatives aimed at transforming the way a range of core services are provided and commissioned. The first 3 areas to be undertaken are Unscheduled care, Planned care and Women's & Children's services.
- Continue the development of services to be delivered as a day case rather than on an inpatient basis
- Continue the development of services which can be transferred from hospital to community settings
- Develop services in response to the increasing elderly (and particularly very elderly) population.
- Develop services that respond to lifestyle related illnesses
- Review relevant services to respond to the reduction in young people living in Northern Lincolnshire
- Build on the opportunities that research and technology provide for new services or different ways of delivering services, such as telemedicine.
Work with Commissioners and other providers to deliver aspects of therapy services, palliative care, and