



NHS

**Solent
NHS Trust**



How we make a difference

Our Plan

2017-19

Introduction from our Chief Executive, Sue Harriman

I am delighted to present Our Plan. It sets out our priorities for the year ahead and how these contribute to the delivery of the five-year Hampshire and Isle of Wight Sustainability and Transformation Plan.

The next two years present both opportunities and challenges. We must continue to maintain our focus on quality, whilst meeting the challenges of rising demand for healthcare services. People are generally living longer and many of us are also living with lots of long-term physical and mental health conditions. Whilst the demand for our services is growing, we are being asked to provide more whilst spending every public pound wisely.

It will be more important than ever before, to work closely with other organisations so that care is joined up and organised around the patient. We will continue to work with health and care organisations across Hampshire and the Isle of Wight to help people to stay well and to make sure they are always provided with safe, high quality health and care.

We will continue to take every opportunity to improve care and the outcome of our Care Quality Commission (CQC) inspection will guide much of our improvement work. Our Plan describes how we will ensure we deliver the great care people expect of an NHS organisation.

“ Our Plan has a focus on making sure we create a great place to work.

“ The next two years present both opportunities and challenges. We must continue to maintain our focus on quality, whilst meeting the challenges of rising demand for healthcare services

We recognise the value of an engaged workforce. If our staff are happy at work, and given the right tools and skills to do their job to the best of their ability, they will deliver great care. Our Plan has a focus on making sure we create a great place to work.

We need to live within our budget and make the best use of the money available to us. Our Plan outlines how we will support our staff, and work with other organisations, to make the changes that deliver this.

I hope you find this document a useful and informative summary of Our Plan and that it helps you to understand how we will **provide great care, create a great place to work and deliver great value for money.**

SJHarriman

**Sue Harriman
Chief Executive**





“ Our shared vision is to provide great care, create a great place to work and deliver great value for money.”

About the Trust

We provide community and mental health services to people living in Portsmouth, Southampton and in some parts of Hampshire. Our team of over 3,500 talented staff individually make a difference to people's lives.

We help people stay safe and well at, or close to, home. We do this by supporting families to ensure children get the best start in life, providing services for people with complex care needs and helping older people keep their independence. We also provide screening and health promotion services which support people to lead a healthier lifestyle.

We actively promote strong out of hospital services, and we work closely with other trusts, primary care, social care providers and the voluntary sector to make sure care is joined-up and organised around the individual.

Our vision and values

Our shared vision is **to provide great care, create a great place to work and deliver great value for money**. Our HEART values guide our behaviours and actions.



Our Plan

This is our summary plan for the year ahead. It outlines our quality and business priorities and how they will help us achieve our vision.

This is how we operate in Solent to ensure that we provide the best possible care and service.

We will provide great care



This means that we:

- design care based on peoples' needs, using best evidence
- support people to be safe and well in our community
- treat people with respect, giving equal emphasis to physical and mental health
- ensure services are safe and effective, and give good experience.

We will create a great place to work



This means that we:

- focus on employee health and wellbeing
- behave in accordance with our core values
- provide our staff with the opportunity to learn and develop
- value staff opinion and carefully listen and respond to what staff say.

We will deliver great value for money



This means that we:

- deliver joined- up health and social care
- collaborate with our partners to spend money effectively
- involve our community in decisions about how services could be redesigned
- enable services to have more time to provide care.



Our quality goals and priorities

Our quality goals and priorities describe where we will focus our improvement work to ensure that quality and safety remain at the heart of what we do every day.

Our five quality goals, which we aim to deliver in the next two years, are:

- 1 No avoidable deaths
- 2 To reduce patient harm
- 3 To reduce duplication and eliminate waste in the care process
- 4 To reduce variation and improve reliability
- 5 To focus on what matters to our patients/ service users and carers

Our 2017/18 quality priorities

Each year we set a small number of quality priorities to help us achieve our quality goals.

We will implement the Trust's professional frameworks so that our nurses and allied health professionals continue to deliver great care.

We will deliver the Quality Improvement Programme to enhance patient experience and make a difference to people's health and wellbeing.

We will continue to improve our services using the learning from incidents, complaints and feedback.

We will use the Trust's competency assessment framework to support our staff to consistently deliver safe, effective care.

We will have a consistent approach to involving people in the development of our services.



Our 2017-19 business priorities

Every year we focus on a small number of priorities. These guide the work of our teams and are used to set individual staff objectives.

Great care



1. Improve quality in line with CQC inspection requirements
2. Provide safe staffing
3. Use technology to work differently

Great place to work



4. Plan for long term sustainable staffing
5. Enhance our leadership throughout the organisation
6. Provide training that enables us to deliver great care

Great value for money



7. Further pathway integration with other providers
8. Benchmark our services to improve productivity
9. Change front line and corporate services to live within our income

You can read more about each of these priorities, and how our service users and their families will benefit, on the following pages.



We will provide great care

Our goal is to deliver care that is safe, easy to access and based on the best available evidence.

1 Improve quality in line with CQC inspection requirements

Our recent Care Quality Commission (CQC) inspection highlighted many areas of good practice and excellent care, but also identified areas where we can improve to provide a good standard of care across all of our services.

This year we will implement learning from our CQC inspection, putting in place action plans and improvement projects as part of our quality improvement journey.

2 Provide safe staffing

Ensuring our services are staffed with the appropriate number and mix of clinical professionals is vital to the delivery of quality care, and in keeping people safe from avoidable harm. We will make sure every service has a plan to maintain a safe level of staffing at all times.

3 Use technology to work differently

Technology can significantly improve the experience people have of our services and the care they receive. We will use technology to make it easier for people to access our services and to give staff more time to care. For instance, we will provide more online support services and make Wi-Fi available to staff in all of our buildings.

How will we know we have achieved our priorities?

- Through improved learning there will be even more focus on preventing safety incidents
- We will continue to shorten our waiting times
- We will use even less temporary staff, this will improve quality and save money
- Staff will be more mobile and will have more time to care
- We will achieve an improvement in our CQC rating when we are revisited

How will this benefit people?

- People will have more choice about how, and when, they can access our services, and it will be easier for them to do this.
- People will have more confidence that they are seeing the right person, with the right skills, to manage their care at all times including weekends.
- People will feel involved in the improvements we make to the services they care about.



We will create a great place to work

We have around 3,500 members of staff working in our organisation. Delivering great care is only possible if our staff get the practical and emotional support they need to do their job well.

4

Plan for long term sustainable staffing

We are developing new roles to support joined – up care and working together with other organisations.

5

Enhance our leadership throughout the organisation

We are focused on building a supportive, values-based, culture which enables everyone to make a difference. We will support and develop leaders to create a work place where people can be at their best.

6

Provide training that enables us all to deliver great care

We will support people with the tools to develop themselves and take responsibility for their own learning so that they can continually progress and develop. We will support individuals to create a plan towards their preferred career or job role.

How will we know we have achieved our priorities?

- Our staff engagement will continue to increase and more staff will say that they would recommend Solent as a great place to work
- Staff health and wellbeing will continue to improve
- People will be attracted to working for Solent and will stay with us long-term
- We will have fewer staff vacancies

How will this benefit people?

- People will be cared for by staff that are passionate about what they do, happy in their work and focused on delivering the very best care.
- People will experience better coordination between different care professionals as we join up roles between services and organisations.

We will deliver great value for money

We want to make the best use of every pound invested in the NHS. The gap between the cost of providing care and the funding we receive is continuing to increase. We receive around £178 million of funding, but have to find savings in the region of £6.5m in the next year.

7 Further pathway integration with other providers

We will further develop joined-up care with other organisations to make sure we support service users better and spend every pound wisely. This means closer working with hospital trusts, GPs, social care and the voluntary sector.

8 Benchmark our services to improve productivity

By comparing the performance of our services with others, and learning from good practice, we can make the best use of the money available to us.

9 Change front line and corporate services to live within our income

We need to do things differently to reduce costs and wastage, to make sure we live within our budgets. Every area of our organisation will have a cost improvement plan which will describe how they will make these savings over the next year.

How will we know we have achieved our priorities?

- We will deliver our financial plan, which includes finding savings of £6.5m
- Our services will be able to measure the difference they make to people's health and wellbeing
- Our services will work even closer with other organisations

How will this benefit people?

- People will experience more 'one-stop' care. This means they will have fewer visits to different places, and their care will be provided by one team working together, no matter which organisation staff are employed by.
- People will receive care that is focussed on their overall wellbeing, and they will be provided with information about other services which can help them if needed.

Working with other organisations

Sustainability and Transformation Plan (STP)

What is the Hampshire and Isle of Wight STP?

Over the past year, we have been working with other health and care organisations across Hampshire and the Isle of Wight to agree how we can respond to the many opportunities and challenges facing the local health and care system.

Every organisation is facing the same challenges: rising demand for services and the increasing gap between the money available to the NHS and the cost of providing services. In our area, this gap will be £577 million by 2020/21 if we do nothing. This means that we all have to do things differently and much of this can only be achieved by working together.

Hampshire and the Isle of Wight is one of 44 teams across England that are developing local Sustainability and Transformation Plans (STPs) to find ways of solving these problems. This five-year plan will change the way health and care is provided in many ways, building on the work that is already taking place in local areas and finding new ways to meet people's needs that are safe and affordable.

What does this mean for Solent?

As a large provider of community and mental health services, we have an important role in designing and delivering these changes. We are already working with local GPs, social services, the voluntary sector and other NHS providers to test ways of providing care differently to keep people safe and well, out of hospital, for as long as possible. Our Plan describes the next steps to deliver more joined-up and affordable care.



In Southampton and wider Hampshire we are:

- bringing together over 350 community and social care staff to provide a joined-up urgent response, reablement and rehabilitation service in Southampton.
- putting in place a plan to bring together children's early help and social care services.
- working with GPs, across the City, to deliver joined-up care; this includes improving people's access to primary care via local hubs and the new Wellbeing Nursing Service from April 2017.
- working with University Hospitals Southampton NHS Foundation Trust (UHS) to help medically fit patients return home safely.
- working with UHS to join up diabetes, respiratory care and pain management services.
- working with the voluntary sector to provide care for people in the community through a new partnership with Social Care in Action (SCA) and Southampton Voluntary Services to deliver health promotion support.
- working with No Limits and Terrence Higgins Trust to ensure our sexual health services support the whole community, including hard to engage groups.
- working with specialist agencies, such as The Autistic Society and other learning disability groups, to promote our specialist dental service to people who have difficulty accessing dental services.

This five-year plan will change the way health and care is provided in many ways, building on the work that is already taking place in local areas and finding new ways to meet people's needs.





In Portsmouth and South East Hampshire we are:

- working with GPs to join up how we provide urgent care response services and support for care homes.
- bringing together staff working in our community nursing and adult social care teams to improve care for frail adults.
- bringing together the health visiting and school nursing teams with children's social care teams to provide more targeted support to children and families
- providing a new clinical records system that can be seen by community and primary care teams, and extending this to social care teams.
- working with other community providers to provide specialist services in Portsmouth Hospitals NHS Trust. Staff within this team are supporting people who attend the Emergency Department and are frail. Often these people do not need to be admitted to hospital but do need additional support at home to be safe and well. Our team make this assessment and arrange for extra support so that the person can return home safely.
- providing a Discharge to Assess Service. Staff within this service are making sure people in hospital do not stay there any longer than they clinically need to, and are supported to return home, with the right care, as soon as possible.
- working with a range of voluntary organisations to provide the best support and care for people in the community. In Portsmouth, this includes Solent MIND (mental health services) the Society of St James (substance misuse services) and Age UK (services for older people).

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Solent NHS Trust

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