

Operational Transformation Strategy 2022-2027

Public Board

26th May 2022

Presented for:	Discussion
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Previous Committees:	Executive Directors 21 st March 2022 Trust Board Workshop 31 st March 2022

Trust Goals	
The best for patient safety, quality and experience	✓
The best place to work	✓
A centre for excellence for research, education and innovation	✓
Seamless integrated care across organisational boundaries	✓
Financial sustainability	✓

Risk Appetite Framework				
Level 1 Risk	(✓)	Level 2 Risks	(Risk Appetite Scale)	Risk
Workforce Risk		Choose an item.	Cautious	↔ (same)
Operational Risk		Change Risk - We will deliver change aligned to the Trust's strategy on time and to budget with benefits achieved and no significant adverse impacts.	Cautious	↔ (same)
Clinical Risk		Capacity Planning Risk - We will ensure that capacity is planned to meet the demand for elective and non-elective (acute) admissions to our hospitals, managing this risk to provide safe treatment and care to our patients.	Minimal	↔ (same)
Financial Risk		Choose an item.	Cautious	↔ (same)
External Risk		Strategic Planning Risk - We will deliver Our Vision "to be the best for specialist and integrated care" through the delivery of a set of Strategic Goals and operating in line with Our Values.	Averse	↔ (same)

<p>1. This paper and associated strategy are presented in draft form. They describe the organisations approach to Operational Transformation over the next five years via 5 key Programmes of work within the context of reset and recovery, Building the Leeds Way, workforce and finance challenges and reflecting the organisations role as a major partner within the City of Leeds and the wider Integrated care system.</p>	<p>For discussion</p>
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1. Summary

The Operational Transformation Strategy (OTS) outlines the intended approach the organisation will take to meet the future operational challenges within the delivery of healthcare. As such the strategy describes the current context and the framework in which transformation of services will occur, embedding the Leeds Improvement Methodology and supporting the recovery of services whilst ensuring the Trust is best equipped to realise the benefits of the Building the Leeds way Programme in the future.

Trust Board are asked to consider the content of the strategy and offer opinion on where it might be improved to best reflect the ambitions of the organisation.

2. Background

Leeds Teaching Hospitals Trust's (LTHT) overarching vision is to be the best for specialist and integrated care. As such we need world class staff able to deliver world class care in surroundings that are designed for purpose and with systems and processes in place that guarantee consistent, high quality care. This strategy, in support of the Trusts five-year plan, dovetails with the other supporting strategies to oversee the delivery of this ambition.

3. Proposal

The pandemic has been the backdrop for the past 2 years of healthcare delivery and will continue to play a significant part in how services are planned and delivered over the next 2-3 years at least. The impact of the pandemic on other services has been profound, with health inequalities exacerbated and more patients waiting far longer for planned care treatments than we would wish for.

The pandemic has necessitated change in how services are delivered, and the innovations put in place during this time will be supported and enhanced to ensure services are fit for the challenges ahead. We will embed Leeds Improvement Methodology into everything we do, with an emphasis in the first year on extending the reach of daily management. The strategy and associated Programmes of work are as follows

- Outpatients
- Diagnostics
- Cancer Care
- Planned Care
- Unplanned Care

Each programme is led by a senior Clinician, with the support of Associate Directors of Operations, Associate Directors of Nursing and many others from within Corporate Operations, CSUs, workforce, finance, DIT, estates and the Kaizen promotion Office. Importantly we have already had co-opted members from Leeds CCG on the Programme Board and we will look to widen this membership further to include expert patient representation and public health colleagues.

This clear programme structure will oversee the delivery of the ambitions of each programme, with each programme having an agreed set of Key Performance Indicators to ensure transparency on progress and a clear vision of the milestones they need to meet over the next five years. A review will be undertaken yearly with a fundamental review planned in 2024/25 reflecting the proximity to the opening of the new buildings at the LGI.

4. Financial Implications

There are no specific financial implications arising from this paper.

5. Risk

This approach is consistent with the Trusts five-year plan and in keeping with the defined risk appetites agreed by the Board.

6. Communication and Involvement

The OTS has been developed with input from both internal and external stakeholders. Internally the plan has been discussed at the following

- Clinical Directors Forum
- General Managers meeting
- Head of Nursing meeting
- Executive Team meeting
- Trust Board Workshop

Separately a reference group comprising General Managers, Service & Business Managers and Heads of Nursing was established to ensure direct input into the development of the strategy. The strategy has also been informed by an expert patient, who has provided detailed input supported by the patient experience team.

Externally we have received individual feedback both from city partners and WYAAT and separately there has been engagement across the system with

- The BtLW System Engagement group comprising senior colleagues from LTHT, CCG, LCH, GP Confederation, LYPFT, Voluntary sector, NHSE (Regional team).
- LTHT Patient Engagement Group (planned for 26th May)

We are also developing a communication and engagement strategy to support the launch of the document into the wider organisation and with partners, both within the city and across the region. This will include the development of an executive summary, a one-page infographic and a series of launch events showcasing the excellent work of the Programmes to date and plans for the future. There will also be regular interactive sessions at Senior Leaders to develop engagement further.

7. Equality Analysis

The impact of Health Inequalities has been considered as this strategy has been developed and work to address these will form a key part of each programme of work.

8. Publication Under Freedom of Information Act

This paper is exempt from publication under Section 22 of the Freedom of Information Act 2000, as it contains information which is in draft format and may not reflect the organisation's final decision.

9. Recommendation

The Board are asked to consider the strategy in the context of the Trust vision to be the best for Specialist and Integrated Care and guidance on content, ambition and governance arrangements.

10. Supporting Information

The following papers make up this report:

Operational Transformation Strategy

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