

Board of Directors (in Public)

Item 3.1

Subject: Annual Operational Planning Briefing – 2020/2021
Date of Meeting: Tuesday 24th September 2019
Prepared by: Hayley Kendall, Chief Operating Officer
Presented by: Hayley Kendall, Chief Operating Officer
Purpose of Report: To Note

BAF Ref	Impact on BAF
2.0	None

1. Executive Summary

This paper provides the Board of Directors with an overview of the Long Term Plan Implementation Framework, the approach to the implementation of this for Liverpool Heart and Chest Hospital (LHCH) and details the first draft of the 2020/21 financial plan that is to be submitted as part of the system wide financial plan.

The Board is asked to note the contents of the paper and the approach to the operational planning for 2020/21.

2. Background

In July 2019 the NHS Long Term Plan Implementation Framework was published which details the national approach to planning for the next five years. In addition Cheshire and Merseyside Health and Care Partnership have issued the regional approach to the five year strategy and key milestones for inputting into the system wide strategic and financial plans.

3. Planning Approach and Coordination

3.1 Overview

To ensure that all elements of operational, strategic and financial planning are detailed and worked through thoroughly, one plan with clear milestones and reporting arrangements has been developed providing one trust wide plan for all elements of planning for 2020/21. In combining the planning process approach there are a number of key regional and national milestones that must be achieved which are detailed below:

Key Dates	Deliverables
27 th September 2019	First draft of system wide financial and strategic work stream plans.
15 th November 2019	Final draft of system wide plans to be submitted.
December 2019	Further operational and technical guidance issued
Early February 2020 (Date TBC)	First submission of the Operational Plan
End March 2020 (Date TBC)	Final submission of the Operational Plan

In line with the regional and national deadlines internal assurance of submissions will be sought through the Executive Team Meeting, Board of Directors and Operational Board. All key dates for these forums are planned into the overall timetable and are detailed below:

Key Dates	Deliverables
24th September 2019 Board of Directors	Operational planning framework update. First draft of LHCH's input into system wide financial plans. First draft of the workforce submission.
29th October 2019 Board of Directors	Overview of operational plan for 2020/21 – key themes.
5th November 2019 Board of Directors / Council of Governors Development Day	Operational plan outline and key themes. Confirm and challenge. 2020/21 Strategic objectives development.
26th November 2019 Board of Directors	Operational plan update. Final system wide financial submission.
3rd December 2019 Council of Governors	High level messages from the Operational and Financial plan. Feedback on 2020/21 Strategic objectives from 5-11-19.
28th January 2020 Board of Directors	First full draft of the Operational and Financial Plans.
26th February 2020 Board of Directors Strategy Day	Clinical Divisions to present their 2020/21 operational plans – confirm and challenge.
31st March 2020 Board of Directors	Final operational and financial plans to be presented.

3.2 Governance

To ensure that the planning process is embedded within the organisation and ensure that service plans are known widely the following governance structure has been established:

- Weekly meetings with operational, finance, HR and Information representatives.
- Monthly overview group to include corporate departments to ensure wide sharing of service plans.
- Monthly updates to Operational Board from October 2019.
- Monthly updates to the Board of Directors scheduled around the national submission dates.
- Operational plan overview and key themes presented to the Council of Governors.

During the planning process there will be a focus on engaging with the Council of Governors to seek their views on developing the Trust's operational plan for next year. This will commence with an overview of the process being presented at the meeting on the 23rd September 2019 followed by a more detailed engagement session on the 5th November 2019. Based on the feedback from these two meetings and the detailed working on the plans in the divisions, the draft plans will be presented to the Council of Governors on the 3rd December for a confirm and challenge session.

4. National Guidance - Headline Assumptions

The following section details the national planning assumptions that will be used as a basis for the LHCH annual planning with local clinical and service knowledge applied.

4.1 Activity and Finance

In addition to working on detailed financial and operational plans for 2020/21, local systems are required to produce 5 year finance and activity plans. Local Health and Care Partnerships are coordinating the process which will align individual organisation plans to an overall strategic finance and activity plan which is owned and agreed across the system. National guidance and templates have been provided to support organisations to build their plans and a number of assumptions have been provided to allow a consistency of approach. It will also be important that commissioner and provider activity assumptions are reconciled and a process is being coordinated across Cheshire and Merseyside to ensure that this happens.

The Trust submitted an initial draft of its 5 year plan to the Cheshire and Merseyside Health and Social Care Partnership (C&MHCP) on the 13th of September 2019; C&MHSP are now coordinating the overall system submission to NHS England by the deadline of the 27th September 2019. The final iteration of the plan is scheduled to be submitted by 15th of November 2019 and this provides more time for the national assumptions to be tested with the divisional teams and for more detailed engagement to take place. A separate paper on the agenda provides more detail on the finance and activity modelling undertaken to date and a summary of the draft plan submitted in September 2019.

4.2 Workforce

In line with the national agenda the Trust has undertaken a first draft of the workforce template in readiness for submission. In developing the plans and narrative further the Trust will implement the recommendations as set out in the Interim People Plan which includes:

- Making the NHS the best place to work delivering on the themes set out in the NHS People Plan.
- Improve leadership culture focussed on values and behaviours with system wide processes for managing and supporting talent.
- Deliver a holistic approach to workforce transformation and workforce growth – improving retention (by at least 2%) and maximising the apprenticeship levy.
- Address the urgent workforce shortages in nursing by looking at the model of care and different roles within the Trust and in the community
- Improving workforce efficiency releasing greater time for care – changes to skill mix and use of technology.
- Reducing sickness absence.
- Focus on our role in delivering 21st century care by exploring how the Trust can be better digitally enabled to remote personalised care for patients.

4.3 Access standards

In developing the operational capacity and delivery plans for the next financial year the clinical divisions will base the plans on the following national assumptions:

- Increasing capacity for planned surgery year on year, linking into system wide plans.
- Cut long waits and reduce the size of the waiting list over the next five years.
- No patients waiting more than 52 weeks.
- Planned NHS managed choice process across the country for patients who reach a wait of 26 weeks – combination of locally established initiatives and then driven nationally.
- Data, tools and practical support including GIRFT and NHS RightCare – addressing unwarranted variation and the delivery of shorter wait times for planned care.
- Implementation of the 28 day faster diagnosis standard from April 2020, this is currently shadow monitored at LHCH in readiness for 2020/21.

5. Recommendations

The Board of Directors is asked to note the content of the paper and approve the key milestones outlined within the paper.