

**DUDLEY HEALTH AND WELLBEING BOARD**

**Agenda Item no. 7**

<b>DATE</b>	<b>Wednesday 26<sup>th</sup> June 2019</b>
<b>TITLE OF REPORT</b>	<b>Dudley Group Foundation Trust Strategy for 2019-21</b>
<b>Organisation and Author</b>	<b>Dudley Group Foundation Trust (DGFT)</b> <b>Tricia Morrison, Deputy Director of Strategy and Business Development</b>
<b>Purpose</b>	To: <ul style="list-style-type: none"> <li>i. Present the Dudley Group Foundation Trust Strategy for 2019-2021 (<b>Appendix 1</b>)</li> <li>ii. Identify the parts of the Strategy most likely to impact the work of the HWBB</li> </ul>
<b>Background</b>	<p>The Trust had a Strategy in place covering the period 2015-2020 at the time of the development of the current strategy. The Trust Board made the decision to refresh the strategy for 2019-2021 to take account of the changing environment in which healthcare is delivered.</p> <p>The development of the strategy agreed to cover 2 years to reflect the significant changes in the healthcare landscape. A full re-write of the strategy will take place in 2021 to take account of the planned implementation of the Multispecialty Community Provider (MCP) in Dudley and the NHS Long Term Plan (2019). The MCP will provide care closer to home and in the community by integrating services currently provided by the Trust, primary care and mental health providers.</p> <p>The Strategy was agreed by Trust Board on 7<sup>th</sup> February 2019 and launched via a series of events within the organisation.</p>
<b>Key Points</b>	<p>Wide ranging consultation was undertaken with internal and external stakeholders. The Vision and Strategic Objectives of the Trust were still felt to be relevant and have not changed.</p> <p>Our Strategic Objectives are:</p> <ol style="list-style-type: none"> <li>1. Deliver a great patient experience</li> <li>2. Deliver safe and caring services</li> <li>3. Drive service improvement, innovation and transformation</li> <li>4. Be the place people choose to work</li> </ol>

5. Make the best use of what we have
6. Deliver a viable future

A new strapline has been used to encapsulate what the Strategy is aiming to achieve: 'Care better every day'

The Trust has defined six key measures of success, one for each Strategic Objective:

1. Patient feedback scores will be in the top quartile nationally
2. CQC inspection rating will be good or above
3. The MCP is implemented
4. Staff feedback and workforce indicators are in the top quartile nationally
5. Achieve our financial plan
6. Demonstrate business growth

The Trust will continue to provide a range of acute services from our three hospital sites: Russells Hall Hospital, The Guest Outpatient Centre and Corbett Hospital in Stourbridge. We have a lead role in the implementation of the MCP which will include our community services and potentially some services for long term conditions currently provided in hospital.

The Trust is the Vascular Hub for the Black Country and we aim to consolidate this service and expand where possible. We plan to expand specialist services in urology, gastroenterology and plastic surgery. These developments will lead to patients from the Black Country able to access services in Dudley rather than having to travel further afield.

The Trust has consistently performed well against the target for waiting times for elective treatment (Referral to Treatment). This means that patients awaiting non-urgent treatment are generally likely to wait less time than if they had been referred to other NHS providers in the region. We aim to increase our market share by promoting use of the Trust by the public for services where the NHS is commissioning activity in the private sector.

The NHS Long Term Plan expects the Trust to provide more emergency care on a same-day basis (a concept called Same Day Emergency Care). More patients will be assessed and treated without the need for a hospital admission. The trust has been awarded capital funding to reconfigure the Emergency Department to improve patient flow and provide a better environment for patients. We aim to reduce the number of outpatients seen face-

	<p>to-face by streamlining pathways for outpatients and offering more virtual appointments.</p> <p>Along with many other NHS Trusts, we have a significant challenge to meet our financial targets. We are committed to reduce waste and maximise the resources available to us.</p> <p>The Trust will play an active role in the development of the Black Country and West Birmingham Sustainability and Transformation Partnership (STP). The Long Term Plan anticipates all STPs to work towards becoming an Integrated Care System from April 2021, with greater levels of integration between organisations.</p> <p>An example of this type of working is the Black Country Pathology Service which covers services provided out of this Trust, Sandwell, City, Wolverhampton and Walsall.</p> <p>As a major employer in the Borough, the Trust is committed to develop its workforce. We have an ambitious plan to develop a locally-sourced nursing workforce by utilising the apprenticeship levy. We know that we need to reduce our reliance on temporary staffing and increase the number of permanent staff.</p> <p>We aim to develop our approach to environmental sustainability. This will involve promoting the use of alternatives for travel to our hospitals by patients, visitors and staff and we will be seeking the support of the Borough and other stakeholders to help us achieve this.</p>
<p><b>Emerging issues for discussion</b></p>	<p>The HWBB are asked to:</p> <ul style="list-style-type: none"> <li>• Provide feedback on the finalised strategy /our priorities</li> <li>• Recommend ways in which the Trust can promote itself as the provider of choice in the Borough</li> <li>• Facilitate improved links with local schools and colleges to identify people willing to work with us</li> <li>• Support us in our efforts to reduce carbon emissions associated with travel to and from our hospitals by all our stakeholders</li> </ul>
<p><b>Key asks of the Board/wider system</b></p>	<p>N/A</p>
<p><b>Contribution to H&amp;WBB key goals:</b></p>	<p>All</p>

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| <ul style="list-style-type: none"><li>• <b>Healthy weight</b></li><li>• <b>Reducing loneliness &amp; isolation</b></li><li>• <b>Reducing impact of poverty</b></li></ul> |  |
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**Contact officer details**

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