Lewisham and Greenwich NHS Trust

2019/20 operating plan
1. Introduction

This is a summary version of Lewisham and Greenwich NHS Trust’s full operating plan for 2019/20. It sets out our approach to planning and our priorities over the year. A copy of the full operating plan is available upon request (please contact communications.lg@nhs.net).
2. Overview

Vision and values
During 2018 we engaged with staff to develop a vision statement setting out our long term goals and aspirations: “To work together to provide high-quality care for every patient, every day”.

We also engaged with our staff to develop our Trust values, setting out what behaviours we expect from each other at all times.

Developing our Road Map
In 2018 we developed our Road Map, which sets out where we are as an organisation, outlines our priorities for the next few years and sets out a programme of work that we believe will be needed to deliver these priorities. This includes developing our clinical strategy, which we expect to be in place by December 2019.

Our priorities for 2019/20
Our ‘business as usual’ priorities include continuing to address the workforce challenges we face, delivering our quality improvement plan and delivering our financial plan. We have also identified 10 additional priorities, aligned to the NHS Long Term Plan (published in January 2019):

1. Ensure all staff are treated fairly and with dignity, addressing issues identified in the independent report we commissioned into bullying and harassment, published in December 2018
2. Deliver our outpatients transformation programme
3. Progress our estates redevelopment plans
4. Develop the emergency pathway at Queen Elizabeth Hospital (QEH) for the high number of patients who come through our emergency department
5. Deliver improvements through digital technology
6. Improve efficiency and productivity
7. Develop an NHS-based network partnership for pathology services
8. Progress plans with partners to develop an Integrated Care System in southeast London – so we can smooth the patient flow through our different services
9. Progress plans to meet the demand for surgical and endoscopy services
10. Continue to deliver our action plan to fully meet national standards for maternity services (outlined in “Better Births”, published by NHS England in February 2016)
3. Our operational plans

Our approach and trajectories for 2019/20

We have ensured that clinical staff are fully involved in developing our plans for 2019/20, and have been working with partners to develop a system improvement plan for the whole of south east London. The system improvement plan sets out how partners in south east London will improve our overall performance position for the national standards; how we will jointly improve the south east London financial position; and also how we will improve the way we work as a system for the benefit of our patients.

For our Trust we have agreed local trajectories for the national standards set out in the NHS Constitution. Over 2019/20:

• Our trajectory is to treat 89.1% of patients who come through our emergency departments within four hours

• We have agreed that, during 2019/20, we will meet the standard for ensuring that cancer patients receive treatment within 62 days. We have agreed to continue to meet all other standards for patients with suspected cancer (including the two week wait to the first appointment) throughout 2019/20.

• On the 18 weeks referral to treatment standard, our trajectory is to reduce the number of patients listed on our “patient tracker list” waiting for treatment from 39,000 to 38,000 by the end of March 2019.

The four hour standard for emergency care

Our focus in 2019/20 will be on providing early treatment that reduces the need for hospital admissions. This includes expanding the specialist outpatient services (known as “ambulatory care”) at our hospitals, combined with developing outreach services to patients. We are working to ensure that patients who come through our emergency departments are directed to the right service straight away, including ambulatory care and community services when clinically appropriate.

We have set up partnerships with social care colleagues at University Hospital Lewisham (UHL) and Queen Elizabeth Hospital (QEIH) to support hospital discharges – enabling patients to return home from hospital sooner. We will continue to focus on this area in 2019/20, so that patients do not spend more time in hospital than needed.

We are working to reduce delays when patients are taken to our hospitals by ambulance. This includes reducing the time it takes to enable patients to be handed over from the ambulance service to our emergency staff to ensure that they receive timely treatment in the right place.

A high number of patients with mental health needs come through the emergency department at UHL. In 2018, we worked with partners to pilot running a mental health café – the Harbour Café – to provide a safe place for these patients to get the care they need. We will be considering the benefits of extending this pilot in 2019/20.

The 18 week referral to treatment standard

Achieving our plans to meet this standard will be based on ambitious improvements in productivity through our surgical theatres and in our outpatient departments, which will enable us to shorten waiting times and reduce our waiting lists.

In our operating theatres, we have identified an opportunity to treat more patients each year by working more efficiently. We will be working to reduce the number of cancelled operations by improving the process for pre-assessing patients and ensuring they are fully fit for surgery.
We aim to transform our outpatient services in 2019/20 to treat more people and reduce the number of patients who do not attend appointments, which is currently around 14% of all booked appointments. We will be looking at using digital technology to do this, for example, through the use of virtual clinics as well as using digital kiosks in the outpatient departments, where patients can book themselves in for their appointment.

We will be regularly reviewing the list of patients waiting for treatment at the Trust so we can take early action when needed to reduce long waits for our services.

**Standards for cancer treatment**

We are working with partners in South East London to meet the 62 day standard and maintain delivery of other cancer standards.

Our improvement plan includes regularly reviewing the list of all patients with suspected cancer, checking that timely action is taken when needed to ensure that patients can progress to the next stage of treatment. We have developed specific improvement plans for cancer services where performance is particularly challenged.

**Providing fast diagnosis**

A review of diagnostic capacity across south east London at the end of 2017 identified a shortfall in capacity for both CT and MRI scanners as well as endoscopy services and so we are working to address this.

In 2019/20, we are taking a range of actions to improve access to radiology services for patients with certain conditions, working with partners across south east London. This includes providing more routine tests in community settings (including ultrasound and plain film X-Ray tests) for patients referred from their GPs – freeing up capacity in our hospitals to carry out urgent tests for patients with suspected cancer.

We are continuing to focus on increasing our capacity for carrying out additional endoscopy tests, and will open a new endoscopy room at Queen Elizabeth Hospital early in 2019/20. We will also develop an efficiency programme to reduce cancellations and treat more patients and we will refresh our business case for expanding endoscopy services at University Hospital Lewisham.

NHS Improvement (NHSI) requires NHS providers to work together to develop hub and spoke pathology networks. In 2018, our Board chose not to enter into partnership with the other providers in south east London to develop a pathology network involving the private sector. Over 2019/20, we will work with Barts Health NHS Trust to develop an NHS pathology network partnership which meets NHSI's guidelines and meets the local need for pathology tests.

**Managing and monitoring performance**

As part of a restructure of our clinical divisions, we have introduced the role of Director of Performance to oversee performance against delivery of the constitutional standards, working with the Chief Operating Officer.

Over 2019/20, we will continue to make improvements to our reporting processes to ensure we have the right information to evaluate and improve performance, building on work completed in 2018/19.

Performance is reviewed regularly by the Trust Board and by other committees and groups, including the Trust Management Executive, which meets every fortnight.
4. Continuing to improve the quality of our services

Care Quality Commission report
The Care Quality Commission (CQC) carried out a planned and targeted inspection of our hospital services in September 2018. The report was published in January 2019 and, while the overall rating remains “requires improvement”, the CQC noted that we had made significant improvements to nearly all of the services they inspected. We achieved an overall rating of “good” for caring and now have no services that are rated as “inadequate”. However, the CQC have told us that we must take action with regards to staffing levels across all of our services and improve our medicines management.

The CQC did not inspect all our services, only those that had been rated as “inadequate” or “requires improvement” in their previous inspection. They did not, therefore, inspect our community services, which retain their rating of “outstanding” from the March 2017 CQC inspection.

Improving Together: getting to “good”
While we recognise that we have more to do, the CQC report does show that the improvement work we are doing is having an impact and that we are moving in the right direction. Our aim is to get an overall CQC rating of “good”, although over time we intend to achieve an overall rating of “outstanding”. Our Trust Quality Improvement Plan, “Improving Together”, addresses issues raised by the CQC and sets out our priorities, timelines and plans to achieve a rating of “good” as well as addressing priority areas that will improve efficiency, patient experience and staff satisfaction. Our plan includes training our frontline staff to take the lead in delivering improvements for patients.

We also plan to develop our “Getting it Right First Time” (GiRFT) programme over 2019/20 to ensure we are working more productively, in line with national guidelines.

Developing our leadership team
During 2018/19 we made changes to our leadership team to ensure that we have the capacity and capability needed to deliver our plans. This has included:

- Changes to our executive team, including the creation of new roles to oversee service delivery, corporate affairs and performance and recovery
- Establishing four Deputy Medical Director roles to lead on
  - Quality and safety
  - Getting it right first time (GiRFT) and productivity
  - Professional standards
  - Workforce and engagement
- Restructuring our clinical divisions so there is consistency in each division, and clear structures in place with the capacity to deliver the improvements needed.

Governance
Over 2018/19, we also reviewed our governance structures and made changes to ensure that we can deliver our statutory duties, including the delivery of services and managing our finances. The changes include:

- Some changes to the committees that sit under the Trust Board – including changing the remit of the Finance and Investment Committee so that it also includes consideration of performance as well as finance. The committee has accordingly been renamed the Finance and Performance Committee
- Recruitment of lay members to Board sub-committees
- Changes to how the committees that sit under the Board report – including provision of written reports to the Board each month.
Quality priorities
We have developed a number of priorities for improving the quality of our services, following a review of developments over 2018/19 and feedback from the CQC inspections. Our priorities will be set out in detail in our Quality Account but the top five priorities are:

1. **Safety** - having the right systems and staff in place to minimise risk of harm to our patients and, if things go wrong, to be open and learn from our mistakes.

2. **Clinical effectiveness** - providing the highest quality care, with high-performing outcomes while also being efficient and cost effective.

3. **Patient experience** - working with our local partners to identify patients approaching the end of their lives to ensure they receive appropriate care and services in the setting of their choice. Meeting our patients’ emotional as well as physical needs.

4. **Improving Patient Experience** - reviewing and updating our patient experience strategy in 2019, ensuring that it places caring, dignity and respect at the heart of our delivery and improvement plans.

5. **End of Life Care pathways** - reviewing and updating our End of Life Care Strategy, building on the successful developments in 2018/19.

The Trust Quality Account is published on our website (www.lewishamandgreenwich.nhs.uk).

National CQUIN targets
Over 2019/20, we will work with our partners (including clinical commissioning groups, community providers, primary care, public health and regulators) to deliver the national Commissioning for Quality and Innovation (CQUIN) targets.

National maternity safety programme
Over 2019/20, our maternity services will continue to work towards meeting the ambitions set out in the Department of Health’s (DH) Maternity Safer Strategy, which is a plan to halve the number of stillbirths, neonatal and maternal deaths and brain injuries across the UK by 2030. For our Trust, this means continuing to follow DH’s best practice guidelines and putting in place key initiatives such as our flu and whooping cough immunisation programmes. NHS organisations that achieve key actions to deliver safer maternity care will receive a rebate on payments to NHS Resolution, who handle legal claims for NHS Trusts.

National high level inquiries and investigations
The Government published the Gosport Report in June 2018 after investigations into deaths at Gosport War Memorial Hospital. We have set up a working group to review our current practice against the recommendations in the report, and will produce an action plan for where change is needed in 2019/20.

Ensuring saving schemes do not affect quality
We recognise the need to deliver ambitious savings plans in order to address our underlying deficit financial position. However, our savings plans are subject to a Quality Impact Assessment (QIA) process, which reviews all schemes within our cost improvement programme and is led by the Trust’s Medical Director and Chief Nurse. This QIA process ensures that every savings scheme has been fully evaluated from a clinical, an operational, quality and financial basis and that any risks to patient safety, clinical outcomes, patient experience and staff experience have been fully assessed.
5. Workforce

Our workforce strategy
We are proud of our organisation and our hard-working staff but recognise that we face significant workforce challenges. Overcoming these challenges will be a critical success factor in delivering our plans. Our goal is to become a great place to work with high levels of employee satisfaction and an efficient, effective and valued workforce. In 2018/19, we developed a workforce strategy, outlining our key challenges and looking at what we need to do in order to address them, setting out targets in priority areas.

Reducing our staff vacancy rate
One of our key priorities is reducing our vacancy rates and the use of agency and bank staff.

In 2019/20, work will include improving how we monitor staff satisfaction, so that early action can be taken to support staff if there are any issues or problems in a particular area. We are working to improve staff retention and focusing on offering flexible working opportunities for all staff where this is possible.

Ensuring all staff are treated with respect and compassion
Previous staff surveys showed a higher than average number of staff reporting bullying and harassment, so the Trust Board commissioned and published an independent report into this issue in 2018. In line with the report’s recommendations, a full action plan has been developed and is being implemented in 2019/20. The action plan is led by a Programme Board chaired by the Trust Chief Executive, and an oversight panel has been set up to hold the Board to account, with independent co-chairs.

Recruitment and development of roles
Over 2019/20, we are planning more overseas recruitment campaigns in areas where we have shortages, particularly in nursing and medical roles.

We will also continue to recruit staff to new roles for the NHS, such as physicians associates and nursing associates, as well as advanced practitioners.

Nursing initiatives
Over 2019/20, we will continue to offer all student nurses guaranteed employment following registration with the Nursing and Midwifery Council. We are also working with our partners to offer more student placements.

We have set up regular career clinics to make it easier for nursing staff to move within the organisation without having to go through the recruitment process. This initiatives was set up to reduce our turnover rate, enabling staff to gain experience within the Trust.

Volunteers
We have over 500 volunteers, and in 2019/20, we will continue to develop new volunteer roles to support staff and to improve patient experience.

Leadership
We are further developing our leadership training programme in 2019/20, including introducing a new one-day workshop for all our 4,000 staff in leadership roles, to support our staff in displaying our organisational values at all times.

Improving our processes
In 2019/20, we will be completing the rollout of e-rostering for doctors and other staff groups. Benefits include supporting staff in planning annual leave without disrupting patient care.

Working with partners
Over 2019/20, there are plans to establish an NHS South East London staff bank. We will also continue to work with partners to take a joint approach to tackling shortages in nursing staff.
6. Finance

Financial target for 2019/20
In 2019/20, we have signed up to delivering a control total deficit of £43.6m (excluding national funding) which is a £10.3m improvement on 2018/19. If we achieve this, we will receive more national funding, which will bring our deficit down to £14.8m.

We are developing an efficiency programme of £21.1m in 2019/20 to enable us to deliver our financial target. Whilst this will be challenging, we have reviewed a suite of efficiency opportunities and believe that this is a stretching, but realistic target. Delivery of our efficiency plan will be monitored fortnightly through our Financial Recovery Board, with Quality Impact Assessment panels meeting regularly to review impact on quality throughout delivery.

Capital planning
We have developed a Capital Plan to invest in key priorities over 2019/20. The plan has a strong focus on investment to improve our capacity in imaging, diagnostics and surgery, with plans to provide additional CT scanner and MRI, as well as the start of a programme to provide increased endoscopy rooms and theatres. We are also investing in:

- Our outpatients transformation programme
- Our information technology digital programme
- An upgrade to our Labour Ward at the UHL in line with the national Better Births action plan.
- Design work to develop options for expanding the emergency department and the critical care unit at QEH, reflecting the high demand for these services, as well as
- Investing in our backlog maintenance programme.

Estates redevelopment
We will be refreshing our estates strategy in 2019/20 to ensure that we have the right estate, of the right quality and in the right place to deliver our clinical strategy. We will aim to reduce our estates footprint to match our clinical needs and to reduce our running costs.

“Soft” Facilities Management (FM) Services
We are retendering the “soft” facilities management services (including portering, cleaning, catering, security and car parking) run by our partners for the Trust. This is so we can introduce improvements and efficiencies, standardising services across the Trust from February 2020.

Information Technology (IT)
Our Information Technology activity supports the operational requirements of the Trust and the development of our services. Increasing the use of digital technologies to support the streamlining of administrative processes and the standardisation of care is one of the Trust’s top ten priorities for 2019/20.

By July 2019, we will have introduced electronic prescribing and clinical documentation at both our hospitals. This will be safer for our patients, and gives healthcare professionals fast access 24/7 to see the latest record of care and medication given to each patient.

Our Digital Programme for 2019/20 includes a range of other schemes, which include: developing how we use IT systems to support health and social care partners to provide early treatment to keep patients healthy and reduce hospital admissions. We are also piloting giving patients electronic access to their records in maternity, and continuing to roll out mobile working for staff in our community services. This will enable staff to work more efficiently by accessing key information, such as patient records, when they are out of the office – for example, when visiting patients in their homes.
We are working closely in partnership with the other health and social care organisations in Lewisham – where we are responsible for NHS community services. Our community services for adults include community matrons and midwives, district nurses, the diabetes team, the home enteral nutrition team and our sexual and reproductive health team. Services for children and young people include health visiting, occupational therapy, physiotherapy and speech and language services. With our partners, we have agreed a set of principles to transform community services for adults and children. We are part of Lewisham Health and Care Partners, which also includes NHS Lewisham Clinical Commissioning Group, Lewisham Council, One Health Lewisham (a GP federation of 37 General Practices), South London and Maudsley NHS Foundation Trust and Lewisham Local Medical Committee.

Our focus will be on strengthening community services to prevent the need for hospital care and keep people independent and as healthy as possible. When people do require hospital treatment, it is important that our community services can enable early supported discharge. We are working with our partners to plan a joint strategy for getting the best use of our shared buildings in Lewisham. This includes exploring the development of community hubs, where health and care professionals can be located together. The Waldron Health Centre is being refurbished in 2019 to develop a community hub through £1m of national funding.
8. Our Healthier South East London

**OHSEL**

We are a member of Our Healthier South East London (OHSEL), which is the Sustainability and Transformation Partnership (STP) for south east London. The OHSEL partners’ priorities include working together to improve health and care, joining up community based care and reducing variation across different services.

Work is underway across OHSEL partners to develop a five year strategic plan for the health and care system, in line with the NHS Long Term Plan.

**Integrated care systems**

The NHS Long Term Plan sets out the expectation for “Integrated Care Systems” to be developed, with the focus on providing more care in people’s homes and the community, as well as breaking down barriers between services. There are already arrangements for more effective joint working in Bexley, Greenwich and Lewisham. Over 2019/20, we will continue to work with our partners to build on this work and to focus on developing plans for an Integrated Care System in south east London.

**More information on OHSEL**

Further details on priorities and the latest developments on OHSEL can be found on the website for the partnership: www.ourhealthiersel.nhs.uk.