



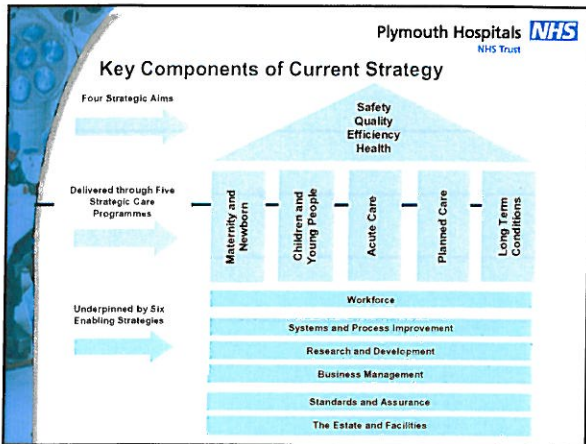
13 Aug 2009 V11 Plymouth Hospitals 
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Strategy Review 2009

Strategy Review 2009

- What is our current strategy?
- Why are we reviewing it?
- What changes should we make? – Your chance to give your views
- Next steps

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Why are we reviewing it?


➤ The current strategy is only eight months old, but there have been some significant changes in the strategic environment


External:

- Economic downturn
- Regulatory environment

Internal:

- Continuing Trust's overall performance volatility
- Failed FT application



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The economic downturn


Economic Situation

- National debt approximately £1.5 trillion
- Expected increase in Public Sector spending of 0.7% in cash terms (including unemployment & Social Care)
- The *Institute for Fiscal Studies* suggest £45bn needs to be cut from public sector spending each year until debt reaches sustainable levels
- At least 3 comprehensive spending reviews (10 years) until we see growth in public sector funding

Impact on NHS

- 20% Real terms cuts over next five years equivalent to 1000 jobs
- 0% uplift on tariff – acute sector will bear the brunt of cuts
- Costs will continue to rise
 - tied into 3 year pay award
 - drug costs increasing
 - increasing fuel price



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What changes should we make.....

- To our clinical services?
- To our capital programme?
- To the way we do business?

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What changes should we make to our clinical services?

- **Models of care**
- **Care programmes**

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Models of care

- How will models of care need to change during the economic down-turn?
- Are there particular changes for:
 - Acute care
 - Planned care
 - Maternity and the newborn
 - Children and young people
 - Long-term conditions

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Care programmes

- What else is new that needs to be taken into account when developing strategies for:
 - Acute care?
 - Planned care?
 - Maternity and the newborn?
 - Children and young people?
 - Long-term conditions?

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What changes should we make to our capital programme?

- What constraints will there be on the programme?
- Where should we prioritise our investment?

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What constraints will there be on the Capital Programme?


- Sources of funding in the LTFM (five years):
 - Surpluses: £32m
 - Borrowing: £15m
 - Depreciation: £96m
- What is a more realistic capital budget?
- How hard are we prepared to work in order to invest?



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Where should we prioritise our capital investment?

Existing plans <ul style="list-style-type: none"> – Gateway programme (*£14m) – Children's hospital (*£18m) – Ward refurbishment (*£13m) – Emergency hub (*£14m) – Re-provision of REI (tbc) – Theatre refurbishment (*£15m) – Medical equipment replacement (*£40m) 	Other possible priorities <ul style="list-style-type: none"> – Community based facilities – Other children's facilities (instead of hospital)
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*Approximate maximum costs
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What changes should we make to the way we do business?


- Enabling strategies
- Relationships with partner organisations
- Approach to “problem” services
- Organisational culture

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Enabling strategies

What should the main emphasis be in these enabling strategies:

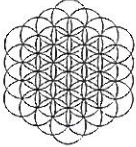
- Workforce?
- Systems and process improvement?
- Standards and assurance?
- Business management?
- Estate and facilities?
- Research and development?


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Relationships with partner organisations

Do our relationships with partner organisations need to change?


- Primary Care Trusts
 - Commissioners
 - Providers
- GPs
- SHA
- Other healthcare providers:
 - NHS
 - Independent sector
 - Local Government




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Approach to “problem” services


- What should the trust do about services that are not breaking even?
- What should services do that cannot meet regulatory standards? e.g.
 - Cleanliness
 - Training
 - Waiting times




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Organisational culture


- Should organisation/culture development be part of the strategy?
- If so, what should the organisation aim for:
 - More performance orientation and accountability?
 - More alignment between the staff and the Board?
 - Understanding the needs of Patients

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Next Steps



- ☑ Continued workshops with internal & external stakeholder
- ☑ Presentation of findings to Trust Board on 25 September 2009
- ☑ Presentation of findings to the Leadership Conference on 29 September 2009
- ☑ Revise Strategy in early October 2009

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