

# UHSM 2011/12 Annual Plan



# The South Manchester Way



## We are honest and open

- We treat others as we'd expect to be treated. We are polite, open and always willing to help.
- We say what we mean and mean what we say.
- We welcome feedback, learn from mistakes and build on success.



## Patient care is at our heart

- We put patients and carers first in everything we do.
- We care for our patients in a clean safe environment.
- We treat everyone with dignity, compassion and respect.

## We are one talented team

- We develop our people to be the best.
- We work in partnership, are adaptable and conscientious.
- We strive to make UHSM a hospital we can all be proud of.

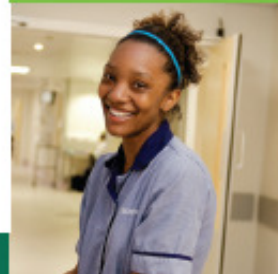
## We strive for excellence

- We work together to continuously improve the health and wellbeing of our patients, staff and community.
- We listen to the views of others, always treating them with respect.
- We ensure the most effective use of resources, minimising waste and duplication.



## We lead, learn and inspire

- We provide a positive learning environment that promotes and encourages education.
- We are enlightened and pioneering.
- We recognise and celebrate our achievements.





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## 2 Introduction

### Context

This paper is a summarised version of the UHSM 2011/12 Annual Plan submitted to Monitor, the NHS Foundation Trust regulator. Each year we are required to produce an Annual Plan outlining our key objectives and priorities for the next 12 months. Monitor will publish the detailed UHSM 2011/12 Annual Plan on their website around July once their formal assessment of it is complete.

The UHSM 2011/12 Annual Plan is defined by the commitment to 'The South Manchester Way – the way we do things around here' which aims to ensure that UHSM is an environment where every employee feels involved, treated with respect and recognised in order to enable them to play their part in helping UHSM deliver the 2011/12 Annual Plan and to move towards becoming one of the best hospitals in the NHS.

### Current position and UHSM vision

2011/12 will be the third year of the delivery of our strategy 'Towards 2015' – designed to move UHSM towards becoming one of the best healthcare providers in the NHS. Since developing 'Towards 2015' in 2008/09, the operating environment in which we find ourselves has changed significantly. However we are confident that the key tenets of 'Towards 2015' still hold true;

- **We see patient safety, quality and experience** – 'Patient Care at Our Heart' as at the centre of all we do. Our rates of infection have continued to tumble and our quality measures show continued improvement.
- **Our colleagues are at the heart of our success** – our 'One Talented Team' – including our PFI partners. We want to attract and retain the best and staff satisfaction is important to us. In 2010 our rates of attendance, appraisal and training have all reached challenging targets. We have continued the development of 'The South Manchester Way – the way we do things around here'. We are creating a new culture in UHSM, aligned to our ambition.
- **We want to provide high quality care which costs less** – improving our processes, encouraging innovation and service improvement. In 2010/11 we have continued to deliver significant improvements in the way we work, whilst at the same time reducing our costs. We have also seen the successful negotiation and transfer of over 400 members of community staff and their services into UHSM.
- **We want to improve our infrastructure and environment** - in 2010/11 we have invested over £16.1 million in new buildings, equipment and our environment. Our accolade as the 'Greenest Hospital in the NHS' follows our investments in a range of sustainable energy sources; and
- **We want to offer an unrivalled education and research offer**, working with partners in Manchester Academic Health Science Centre and Manchester Universities and through our own UHSM Academy. This work has continued in 2010/11 with UHSM topping the Greater Manchester league table for numbers of patients involved in research.

'Towards 2015' also articulated an ambition to look outside the walls of our traditional business for opportunities which would enhance the delivery of outstanding patient care. In 2010/11 we have seen the announcement of the creation of a new Enterprise Zone, in which UHSM has a recognised role. Working with Manchester City Council and Manchester Airport, we have created a vision for a new 'Airport City', which will include our existing research and education strengths.

We know that the public sector is facing an unprecedented financial challenge and that the NHS is not protected from this. We will be faced with some difficult decisions around funding but will make these in the context of our strategic aims as articulated above.

When we developed 'Towards 2015' we spent a significant amount of time listening to our stakeholders. Given this engagement, which continues through our very active Council of Governors, membership and local population, we believe that 'Towards 2015' remains a strong strategy despite the challenges of an uncertain financial environment. However we are not complacent. Hence in 2011/12 we will formally review our progress against our 'Towards 2015' strategy in the light of the constraints and challenges we face and look to refine it within the new environment offered by the Health and Social Care Bill to ensure it remains 'fit for purpose'.

## 2 Strategic context

### UHSM Strategy – 3 year view

Our strategy aims to deliver UHSM as one of the best hospitals in the NHS as measured by standards of safety, quality, experience and service performance. Our strategy is aimed at;

- Maintaining performance to consistently deliver on national and local standards for safety, quality and access;
- Continuing to prepare and acting to protect UHSM in the face of a significant constraints in public sector funding implementing a programme of service and workforce transformation; and
- Continuing the working with all of our partners to improve the infrastructure, engagement and culture to make UHSM one of the best hospitals in the NHS.

The annual delivery of the UHSM strategy is defined by the annual corporate objectives, which are agreed by the Board and translated into directorate, specialty and personal objectives. The objectives for 2011/12 were developed in tandem with the Council of Governors and members and are described in section 3.

Going forward into 2012/13 and 2013/14, we recognise that in addition to ensuring that our standards of safety, quality and experience are maintained, we will need to work hard for innovative ways of collaborating with our partners across Greater Manchester to continue to maintain service and financial viability. This will be particularly relevant with changes in Trafford - our neighbouring health economy. In 2011/12 we will consider the opportunities and threats of closer collaboration with Trafford, together with the alternative options for partnerships and cooperation in Greater Manchester and beyond.

### Development of the UHSM 2011/12 Annual Plan

UHSM has a large, active membership and a Council of Governors who through the UHSM Annual Plan Advisory Committee, play a key role in the development of the Annual Plan and ensure that the priorities of members are considered. The Board has taken its role, set in statute, to take due regard of the views of Governors seriously and the following were the five priorities agreed at the joint away afternoon in April 2011;

#### 1 To survive as a business within restrictions

- Focus on clinical developments including the consideration of the changes to trauma services; and
- To play our part in development of the Trafford Health economy.

#### 2 To have effective discharge processes

- Integration of community services following the transfer;
- Efficient dispensing of drugs following discharge;
- To offer a high quality outpatient experience; and
- To provide helpful and informative patient and carer information.

#### 3 To progress the transforming services agenda

- To focus on dignity in providing care, listening and responding to patients and carers; and
- Through discharge planning maximised the opportunities of the integration of services.

#### 4 Rigorously maintain quality in times of change

- To maintain quality in service developments or opportunities such as with Trafford Healthcare; and
- To ensure good quality clinical leadership developing the leaders of the future.

#### 5 Maintain a Financial Risk Rating of level 3

- To focus on efficiency, effectiveness and quality; and
- To ensure the integration of services supports the maintenance of the UHSM financial risk rating.

# 3 Our Objectives

## Introduction

UHSM has set eight challenging corporate objectives for 2011/12 to ensure that we build upon the initial work undertaken in 2010/11 to stabilise operational performance and embed governance arrangements. These actions will help UHSM continue to move towards becoming one of the best hospitals in the NHS, in line with 'Towards 2015'.

1

### Safety

#### *Further develop and champion a safety culture for our patients and colleagues*

By 2015, we aim to provide the safest and most reliable healthcare system anywhere in the United Kingdom and the NHS. Our efforts concentrate on a portfolio of interventions designed to reduce mortality, complications and unintentional harm for patients. The key objectives are as follows;

- **Continue to reduce mortality** – a 2% reduction in rate in year (assessed using the Risk Adjusted Mortality Index reported to the Board)
- **MRSA** - a threshold of 3 hospital acquired cases of MRSA;
- **C difficile** - a threshold of 64 cases;
- **Venous thromboembolism** – ensure at least 90% of adult patients are risk-assessed for venous thromboembolism on admission; and
- **Safety metrics** – establish and report baseline metrics across all directorates for (i) number of days since last 'lost –time' staff accident; and (ii) STAR RATE – Staff Accident Rate expressed as the number of staff accidents per 1000 employees.

2

### Quality & Patient Experience

#### *Implement the first year of our 'Patient Care at our Heart – it's everyone's responsibility' strategy, ensuring the highest possible standards of patient experience and quality care.*

By 2015, we will ensure that patients are provided with the care, environment and support they require, by actively asking them what they need and treating them with respect.

- **Quality Account** – quarterly reports on detailed metrics will be reported to the Board summarised by two high level indicators (i) in the top 20% of national NHS patient surveys and (ii) at least 95% of patients recommend us.

# 3 Our Objectives

3

*Transforming our culture and workforce to enhance quality and efficiency*

*Maintain and develop the programme of open communication and engagement with our colleagues putting 'The South Manchester Way' at the centre of our business, seeing a transformation of our working practices, including implementation of Hospital 24/7, workforce and culture.*

We will create an environment where every employee feels involved, treated with respect and recognised in order to enable them to play their part in helping UHSM deliver excellent patient care.

- **UHSM Academy** – deliver year one of the business plan for the UHSM Academy, delivering pioneering health education;
- **Staff Appraisals** – to ensure at least 80% of staff have had an appraisal during the year;
- **Agency Spending** – to see a reduction in agency spend of at least 10%; and
- **Incidents** – To benchmark and see a 10% reduction in serious incidents particularly those occurring during weekends, evenings and night shifts.

4

*Transforming our business to enhance quality and efficiency*

*Deliver a programme of service redesign and transformation across our business, including the integration of community services, in accordance with the Trust's Performance and Service Improvement Strategy.*

We will optimise organisational structures and processes to enable UHSM to provide world class services and patient care.

- **Outpatients** – achieve a Did Not Attend (DNA) rate if no greater than 8% and improve outpatient utilisation rate by 10% by reducing hospital cancellations;
- **Patient experience** – to monitor and demonstrate improvement of the patient experience in the outpatient departments via quarterly patient experience audits;
- **Inpatients** – increase day case rate by 5%, increase theatre utilisation by 5% and reduce length of stay by 5%;
- **Energy costs** – to develop and maintain our status as Britain's greenest hospital, delivering year on year reductions in energy costs.

5  
 Transform our service to ensure that high quality care costs less

*Deliver year 2 of the 'Fit for 15' programme of cost efficiency by providing high quality care which costs less, reducing our costs by £17.5 million.*

We will ensure sound financial management and improve our efficiency in order to achieve a financial risk rating at a level 3.

- **Financial Risk Rating (FRR)** – to maintain a FRR of 3 and reduce our costs by £17.5m; and
- **Capital** – deliver a capital programme of £13.2m.

*Collaborate with our primary care partners in Manchester and Trafford on the further development of GP Consortia and with Trafford on the development of acute services, involving our Governors and Members.*

We will deliver services closer to people's home, broadening the reach of our brand and offer, addressing health inequality.

6  
 Transforming UHSM to meet the challenges of the new NHS

- **Membership strategy** – working with our governors, implement the Council of Governors Membership Strategy;
- **GP commissioning consortia** – to establish robust and productive relationships with our neighbouring GP commissioning consortia, developing joint commission in plans;
- **Trauma Network** – develop a strategy with partners in Greater Manchester for the implementation of a trauma network;
- **Hospital Groups** – pursue opportunities for service collaboration in Greater Manchester in line with the concept of 'Hospital Groups' and response to QUIPP Level 2; and
- **Partnership working** - to develop and implement a strategy for even more effective partnership with Trafford health economy, based on the prospectus issued by Trafford HealthCare Trust, seeking an acute partner in Greater Manchester.

## 7 Performance and regulation

### *Maintain Monitor's 'Green' rating for governance and maintain compliance with the Care Quality Commission's Terms of Registration*

We will ensure that patients can receive treatment, in accordance with clinical need and in line with NHS access targets. We will maintain effective governance arrangements to ensure the organisation is run effectively, in a way which inspires public confidence.

- **Service performance** – to maintain continuous improvement and compliance with key service performance indicators as indicated in Monitor's Compliance Framework; and
- **Terms of authorisation** – to abide with each of the Terms of Authorisation and Registration with the Care Quality Commission.

## 8 Developing research excellence

### *In partnership with the Manchester Academic Health Science Centre, continue to deliver and develop leading research for patient benefit.*

We will develop our capacity for research and innovation and will ensure that clinical care is informed by research programmes to deliver access for our patients to new and innovative treatments.

- **Clinical trials** – Based on CLRN (Comprehensive Local Research Network) target, deliver a 5% increase in the number of patients involved in UK CLRN Portfolio Clinical Trials;
- **Portfolio studies** – deliver a 10% increase in NIHR portfolio studies undertaken in the Trust; and
- **Partnerships** – to further explore opportunities for commercial development and strategic partnerships including exploiting the opportunities of the recently designated 'Enterprise Zone' adjacent to UHSM and Manchester Airport

## 2011/12 Service developments

The Trust has agreed a number of service development and capital investment priorities for 2011/12 which will help us move towards achieving the UHSM vision.

- **Maternity Services**

The Trust will continue to invest in the new maternity and neonatal capital development as approved by the Board in 2009. 2011/12 will see the completion of the scheme to provide new and enhanced facilities for mothers and babies linked to the transfer of maternity services from Trafford General Hospital. £4.7m capital will be invested over the course of 2011/12 and the scheme is due to complete in May 2012.

- **Health Research**

Development of a new Clinical Research Trials Unit in collaboration with the Medicines Evaluation Unit was approved by the Board in 2011. In order to create world leading research this development will enhance the research infrastructure at UHSM and supports the delivery research plans and will assist in achieving our objectives. This scheme is allocated £2.2m capital which is funded by the Department of Health.

- **F Block Ward and Departments**

The F Block accommodation is the older part of the hospital and has a poor layout and facilities in need of refurbishment. Improvements are required to the infrastructure and ongoing decoration will enhance the patient experience. This is a key priority for UHSM and continued investment is crucial in these areas to improve the environment. £880k capital is assigned to this scheme and will be completed in a phased manner by March 2012.

- **Additional Theatre Capacity**

The Trust is converting an existing plaster room into an addition theatre to support the Trusts elective surgery programme. £1.1m capital is planned for this scheme which will ensure that UHSM has better access to theatre capacity and will be able to repatriate a proportion of activity currently commissioned with the private sector.

- **Further investment in IM&T**

Digital dictation was given priority in 2010/11 and will continue to roll out in 2011/12. The majority of the £1.5m capital investment for 2011/12 is to ensure that the existing IT infrastructure is maintained to a high quality. Other schemes include the progression of ward based electronic patient/bed status boards (smartboards) and the development of business cases to progress the new strategy. All schemes are aimed at enhancing patient safety and enabling operational & clinical efficiency.

- **Outpatients**

This is a scheme which will see the refurbishment of UHSM outpatient facilities. £1.0m capital funding is allocated to this project will assist in improving patient flows, offer an improved patient experience and result in significant improvements in the existing infrastructure.

- **Development of a Trauma network across Greater Manchester**

NHS North West has completed a scoping exercise and process to organise trauma care. A proposed arrangement for trauma care within Manchester, which includes UHSM as a core partner, has been put forward which is linked to the delivery on the Wythenshawe site of many services including adult burns and plastics services. Further detailed analysis of the activity impact on UHSM and surrounding DGH's is taking place as significant changes to patient flows across Greater Manchester are likely to mean that there is a requirement to expand and improve capital facilities in a number of sites. This is currently being worked through by the SHA team and any proposals would be subject to Trust Board consideration and Commissioner support.

- **Sector wide Pathology services reconfiguration**

The Trust is working closely with other partners across Manchester on the options for the provision of sector wide pathology services. Key actions relate to ensuring the best fit of the new service model and the development of a business case.

- **Joint Working with Trafford**

We have been working with clinicians in Trafford for some time to develop a more sustainable model of health and social care delivery. We will continue this in 2011/12 in the context of future possible changes to THT in which UHSM will play a full part.

- **Integration of community services**

Following the transfer of community services to UHSM the Trust is integrating and transforming services to ensure high quality and efficiency services are provided to all patients across the patient pathway. This is supported by a project infrastructure which includes social care and the emerging GP Consortia.

- **Trafford Histopathology service transfer from Trafford Healthcare NHS Trust**

The Trust was successful in a bid during 2010 to provide histopathology services to Trafford Healthcare NHS Trust and secured a contract for a minimum of 3 years, which commenced in February 2011. 2011/12 will see the first full year of service provision.

- **Continued strategic reconfiguration of stroke services**

The Trust will repatriate local catchment patients for ongoing rehabilitation once treatment at an Acute Stroke Centre is complete. This is a change in a patient pathway and will affect case mix, however it is not anticipated that the volume of activity under our General Medicine specialty will change.

- **Cardiac services**

This is an agreed contractual change of service and transfer of income to Blackpool FT and to Central and Eastern Cheshire NHS Trust for pacemakers and general cardiology activity.

- **Anticoagulation services**

This is a contractual transfer of service for follow up patients within a community setting. The delivery of services at UHSM for some local patients will not change.

- **Various maintenance schemes including backlog maintenance on infrastructure, access and compliance issues**

In order to ensure that the existing capital infrastructure is maintained and improved, UHSM continues to invest significant sums in general maintenance and improvements on the Wythenshawe Hospital site. This is in line with our aspiration to develop first class facilities for our patients.

- **Replacement equipment schemes**

In order to ensure that UHSM continues to meet the highest levels of safety and quality, investment in replacement equipment is important and ongoing. In 2011/12 UHSM has again taken a robust view of bids for equipment replacement in light of available funding. Our priority is patient safety and quality and any bids for new equipment which reflected this were prioritised, together with any bids which outlined benefits to our service performance and financial efficiency programme. £1.4m is to be invested in 2011/12.

- **Work Based Education Facilitators**

The Trust is hosting (through a formal agreement with NHS North West) the North West Work Based Education Facilitators (WBEF) for an initial period of 3 years commencing July 2011. The WBEF support the introduction of Trainee Assistant Practitioners, whose role is to support qualified nurses and other health professionals, across the region.

# Appendix 1

## Working with Our Community

UHSM serves a wide and diverse population. It is committed to working with schools, organisations and other stakeholders to explain ways the Trust can share best practice and work with others to help improve health and well-being across South Manchester and neighbouring districts of Trafford, Stockport and Macclesfield. Up to 70% of staff live within UHSM's primary catchment areas, so we work hard to ensure that all our activities recognise the importance of staff morale and reinforce the relationship between work and home.



## Fit for Life

UHSM has devised a virtual club which seeks to improve the health and well-being of staff at no cost to colleagues which has been funded by a small donation from the staff lottery. It offers activities including Tai Chi, cycling and football training with the Manchester United Foundation. Six thousand pedometers were issued to encourage walking, and Wii Fit consoles made available for those staff reluctant to exercise publicly. The initiative has rewarded UHSM with the Inspire mark from the organising committee of the London 2012 Olympic and Paralympic Games - the first NHS trust in the North West to be presented with the prestigious award.



## Wythenshawe Games 2012

Wythenshawe is the first community to announce that it is to stage its own Games ahead of the 2012 event in London. UHSM is working closely with the organising committee to ensure that health and well-being are high on the agenda, and the hospital will be central to delivering that objective. It is hoped that through local schools, clubs, organisations and the two housing trusts, all 75,000 residents will take part in one way or another.



## Annual Open Day

More than 1,500 people are now visiting our annual event which takes place on the last Sunday in September. The emphasis has shifted over the last couple of years to use the event to showcase the hospital and also its relationship with the community. More than 80 stalls and demonstrations provide a snapshot of the scope of work and diverse range of services provided at UHSM. An open air market selling local grown produce and a programme of activities featuring local singing and dancing clubs are highlights of the day.



## Saving Planet Wythenshawe

As part of being Britain's Greenest Hospital, UHSM works hard to engage with local schools to promote sustainability. Last year more than 400 children from six schools and Academies joined us for Saving Planet Wythenshawe, a symposium to explore ways of being carbon neutral based on our own successes. We talked about our biomass boiler and other sources of providing low carbon heating and power. This year we expect more than a 1,000 young people and the emphasis will be on what they have done at school and home to reduce their carbon footprint.



# Appendix 1

## Summary Financial Information

Financial Summary £m	2010-11	2011-12	2012-13	2013-14
	Actuals	Plan	Plan	Plan
<b>Total operating income</b>	347.6	364.6	355.3	347.3
<b>Total operating expenses</b>	<b>(324.7)</b>	<b>(341.1)</b>	<b>(330.4)</b>	<b>(321.6)</b>
<b>EBITDA</b>	<b>22.9</b>	<b>23.5</b>	<b>24.9</b>	<b>25.7</b>
<b>Financing</b>	<b>(20.8)</b>	<b>(20.0)</b>	<b>(20.6)</b>	<b>(21.5)</b>
<b>Net Surplus / (Deficit)</b>	<b>2.1</b>	<b>3.5</b>	<b>4.3</b>	<b>4.2</b>
<b>Financial Risk Rating</b>		<b>3</b>	<b>3</b>	<b>3</b>

**NB:** EBITDA – Earnings Before Interest, Tax, Depreciation and Amortisation

# Appendix 2



## Membership Registration

University Hospital of South Manchester NHS Foundation Trust

- Please complete this form in **BLOCK CAPITALS**
- \* means the field is compulsory - you will not be able to register if you do not complete fields marked with \*.
- The data you supply will be used only to contact you about the Trust, membership or other related issues and will be stored in accordance with the Data Protection Act. Full details available upon request.
- For copies of this document in other languages or in large print, please contact Jenny Noble on 0161 291 2357, or email [jenny.noble@uhsm.nhs.uk](mailto:jenny.noble@uhsm.nhs.uk)

**PLEASE SEND YOUR COMPLETED FORM TO:**  
Freepost MR1203  
2nd Floor, Tower Block  
Wythenshawe Hospital  
Manchester  
M23 4AS

### YOUR CONTACT DETAILS

1. Title \*

Mr  Mrs  Miss  Ms  Dr  Prof

Other .....

2. Surname \*

3. First Name \*

4. Address \*

5. Postcode \*

6. Telephone Number

7. Email Address

We would like to contact as many Members as possible by email, as this is the most cost-effective method of communication. If you are willing to receive information this way, please enter your email address:

### ABOUT YOU

8. Date of Birth \*

To become a Member you need to be aged 16 years or over.

<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
D	D	M	M	Y	Y	Y	Y

9.  Male  Female

10. Ethnicity

**White**

British  Irish  Other White

**Mixed**

- White & Black Caribbean
- White & Black African
- White & Asian
- Other Mixed

**Asian/Asian British**

Indian  Pakistani  
 Bangladeshi  Other Asian

**Black/Black British**

African  Caribbean  Other Black

**Other ethnic groups**

Chinese  Other ethnic group

**Not stated**

Not declared

11. Do you consider yourself to have a disability?

Yes  No

If yes, please specify: .....

### MEMBERSHIP INFORMATION

12. Please indicate your preferred level of involvement as a Member:

**LEVEL 1** Receive newsletters, the Annual Report, and occasional questionnaires. Vote in Council of Governors elections.

**LEVEL 2** As Level 1, plus attend membership events, themed talks, and encourage new members to sign-up.

**LEVEL 3** As Levels 1 and 2, plus interested in joining committees and working groups, and willing to get involved in recruiting new members.

13. Are you interested in becoming a Governor?

Yes  No