



Pennine Care
NHS Foundation Trust

We are Pennine Care

Our five year strategic plan (2016 – 2021)



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Whole person, place-based care

Pennine Care's Strategic Plan has been reviewed to take account of the considerable changes that have happened in recent times, notably the devolution of health and social care's £6bn budget and decision making across Greater Manchester.

It has been developed through an analysis of our performance, speaking to key stakeholders such as commissioners, reviewing services and patient need, as well as looking at plans in each town. We have also sought the views of patients, carers and staff through a series of engagement activities.

The Strategic Plan ensures we continue to have a clear direction for the future, but are responsive to the new environment in which we operate. However, the challenge is significant; demands for care services are growing, patient needs are more complex and finances are shrinking, so we need to radically rethink how we provide and deliver care in order to be sustainable and meet patient needs.

Ultimately, Pennine Care continues to be focused on the delivery of whole-person, place-based care, building on our vision to deliver the best care to patients, people and families in our local communities by working effectively with partners to help people to live well.

Of course our services should be planned, led and delivered locally in each town we work in, so we need to work collaboratively with our health and social care partners to transform and deliver better care together. We are doing this by working with partners on the Locality Plans for each town, which will also look at what new models of care need to be developed to improve the lives of local people.



The strategic plan identifies what this means in more detail looking through the perspective of the offer to the people and the offer to the place, where we have made a number of commitments for what the strategy will deliver.

Where it makes sense, plans will be drawn up on a Trust-wide level and applied universally across all of our services to raise standards, improve quality and operate more efficiently. However, much of the work and innovation will be carried out locally in each town and may differ from place to place.

Whilst this is a five year strategy, the Trust's strategic objectives will be reviewed each year to ensure we are making progress and our approach still makes sense in the context of the ever-changing environment in which we operate.

We hope you will support our plan and look forward to continuing to work together to deliver the best care to local people.



Martin Roe
Chief Executive
(Acting)



John Schofield
Chairman

“Pennine Care continues to be focused on the delivery of whole-person, place-based care”



About Pennine Care

At its highest level, our Trust strategy includes:

- A vision that was set in 2014 and sets out our future direction
- Our values that describes what matters to us and how we act
- A purpose that describes what we do
- And our goals for what we want to achieve.

These apply to all staff and services under Pennine Care, regardless of locality or division, providing a unified direction and focus.

It is what sets Pennine Care apart from other providers.

How it all fits together

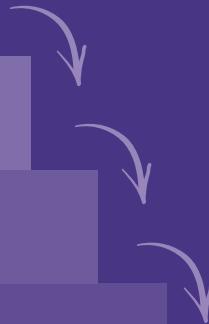
Here is how the strategic plan fits in with national and local drivers:

National NHS England
five year forward view

Greater Manchester Health and
Social Care Partnership Strategic Plan

Local plans between partners for
each of the six towns we serve

Pennine Care's five year strategic plan



Our strategic framework:



Our five year strategy: 2016-2021

Our strategy is focused on the delivery of whole person, place-based care

Our vision:

Our vision is to deliver the best care to patients, people and families in our local communities by working effectively with partners to help people to live well.

Our values:

Compassionate

Accountable

Responsive

Effective

Safe

Our goals:

- Put local people and communities first
- Provide high quality whole person care
- Deliver safe and sustainable services
- Be a valued partner
- Be a great place to work



Offer to the people:

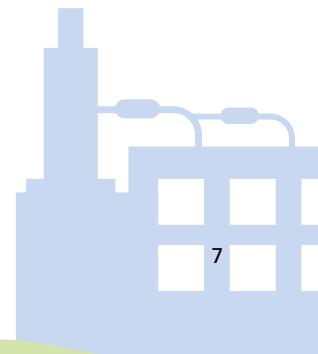
We will create a positive experience by delivering care that:

- Empowers you to live well and stay well
- Is high quality and evidence-based
- Is personalised and tailored to your needs
- Is integrated and seamless
- Is local, accessible and responsive

Offer to the place:

We will be a committed and trusted local partner by:

- Working in partnership, pro-actively contributing to the strategic and operational development of each town
- Providing a bespoke service offer based on local needs
- Sharing our clinical innovation and expertise
- Assuring the safety and effectiveness of our services through robust governance
- Providing a highly-skilled and motivated workforce to deliver person-centred care



Key priorities:

Supportive local strategies

Develop and implement a strategy and operating model tailored to each town to ensure services meet the needs of each place.

Building effective relationships

Be a valued partner by sharing expertise, acting with integrity and empowering staff at all levels to build effective relationships that strengthen communities.

Continually improve quality

Refresh the Trust's Quality Strategy, incorporating CQC findings, refine the Quality Assurance process and attract increased investment into research and development.

Space for innovation

Stimulate innovation and commercial thinking by sharing best practice,

developing ambitious whole person, place-based initiatives, and adopting a co-design approach to create richer outcomes.

A workforce for the future

Ensure that recruitment processes reflect our values, focus staff development on whole person, place-based care delivery, invest in workforce planning and explore new approaches to attract and empower a more diverse workforce.

Health informatics

Use health information and technology to effectively support and enhance patient care, multi-agency working, service delivery, commissioner relationships and allow us to have an in-depth understanding of our local communities.



Offer to the people

As part of the Strategic Plan, all of our staff and services will uphold the commitments outlined within our offer to the people – that being our patients, service users, carers and anyone else who receives our care.

We will create a positive experience by delivering care that:

- ✓ Empowers you to live well and stay well
- ✓ Is high quality and evidence-based
- ✓ Is personalised and tailored to your needs
- ✓ Is integrated and seamless
- ✓ Is local, accessible and responsive

We asked staff to provide examples of how they will meet each of the commitments, here are some of their ideas:

- Finding out what is important to the patient, what their expectations are and setting goals.
- Providing continuous care throughout the stages of a person's lifetime.
- Offering health promotion and self-management support.
- Signposting to information available via leaflets, online and My Health My Community.
- Holding clinics specifically for people with chronic conditions.
- Conducting comprehensive and holistic assessments of mental, physical and social needs, working with patients to develop individual care plans and ways of helping them maintain their wellbeing.



Here's what patients, service users and carers said they would like to see:

- Listening to carers, patients and service users should not be underestimated. Needs to be of upmost importance.
- More follow up and feedback.
- Allow those already known to services to have rapid access back into services.
- More awareness of support available for carers, particularly parents.
- Regular check-ups for people at home to prevent relapse for mental health and physical health.
- More investment in the Health and Wellbeing College to support prevention.



Offer to the place

As a provider covering six different boroughs, we recognise that health and social care services will differ according to the needs of people in each town. However, whilst being flexible to local needs, we do want to ensure all services meet the quality standards expected of Pennine Care.

We will achieve this through our offer to the place. This outlines how we will be a committed and trusted local partner by:

- Working in partnership, proactively contributing to the strategic and operational development of each town
- Providing a bespoke service offer based on local needs
- Sharing our clinical innovation and expertise
- Assuring the safety and effectiveness of our services through robust governance
- Providing a highly-skilled and motivated workforce to deliver person-centred care



Locality plans

As part of the Greater Manchester Health and Social Care Partnership, each of the 10 boroughs of Greater Manchester are developing a Locality Plan to shape the future of health and care services. The plans have been developed by health and care partners, commissioners and providers, all working together to address the challenges, issues and needs of each borough.

As part of this, boroughs will be looking at new models for delivering care, including primary care, social care, mental health, community services and acute services.

The configuration of services will vary in each borough, but they are being referred to as Local Care Organisations (LCO) across the patch. Pennine Care will continue to have a key role in the emergent LCOs and we will update staff and stakeholders about any changes as plans develop.



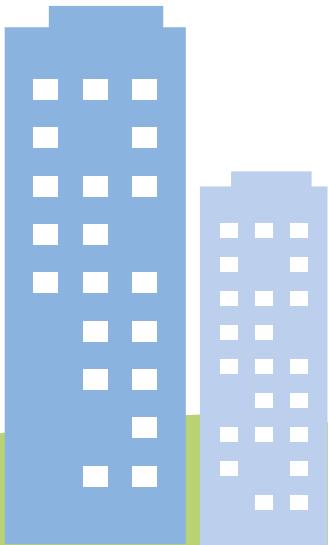
Finances

In order to achieve our ambitions we have to manage our finances well. It is predicted that the NHS nationally will have a deficit of £30 billion by 2020 and at a Greater Manchester level it is expected to reach a £2 billion deficit. All health and social care organisations are therefore required to find savings to close this gap.

We have to reduce our running costs each year to fund the increased cost of pay, medicines and other overheads that is not covered by our total income. Over the next four years this means generating a saving of £21 million at the very least.

We have to manage our finances well so that we are the ones deciding how our savings are met, based on the expertise of our clinicians and needs of our patients but Pennine Care has some of the lowest running costs in the country, which means we are already very lean and efficient in how we operate.

We will plan our finances each year to determine how best to manage within the current circumstances.



Priorities

There are a number of priorities we need to work on across the whole Trust to benefit all.

This includes:

- Developing a standard operating model and revised leadership arrangements to support a greater focus on the place.
- Building effective relationships with commissioners and partners.
- Working with partners to deliver local plans for each town, including the formation of local care organisations, neighbourhood teams and integrated working.
- Developing a mental health strategy spanning the whole pathway.
- Developing a standardised offer for community services.
- Develop a quality strategy and implement recommendations set out by the Care Quality Commission.
- Encourage innovation and develop a mechanism to help spread good practice.
- Addressing workforce and staffing pressures.
- Ensure staff development supports a whole person, place-based approach.
- Engaging with our local communities and learning from their experiences.
- Having an effective IT and clinical system in place.





Working together **LIVING WELL**

 @PennineCareNHS

 www.penninecare.nhs.uk

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