

Draft 2024/25 Annual Plan – public feedback

Context

Under the Code of Governance for NHS provider trusts, Section C: Composition, succession and evaluation, paragraph 5.15: *Foundation trust governors should canvass the opinion of the trust’s members and the public, and for appointed governors the body they represent, on the NHS foundation trust’s forward plan, including its objectives, priorities and strategy, and their views should be communicated to the board of directors. The annual report should contain a statement as to how this requirement has been undertaken and satisfied.*

The purpose of this questionnaire was to gather feedback on the draft 2024/25 Annual Plan from members and the wider public.

Summary of the process

At the Board of Directors and Council of Governors development session held on 3 April 2024, it was discussed that feedback would be obtained by:

- Sending an electronic feedback request to members who opted for the involved and active level of membership, and
- Speaking to the public at the Governors-led event (Understanding Health Talk) taking place on 10 April 2024.

The questionnaire contained questions on the following sections:

- Our 2024/25 objectives (page 3)
- Vision, Values and Strategic Themes (pages 7-9)
- Building a UHD Safety Culture (pages 17-18)
- People Strategy (pages 21-23)
- Transforming Care Together Programme (pages 42-46)

The draft 2024/25 Annual Plan was made available on the UHD website.

Feedback received

13 people provided feedback. The table below gives a snapshot of responses received.

Could you please share your opinion on our 2024/25 objectives?	
<p>Positive feedback received:</p> <ul style="list-style-type: none"> • Commendable and positive objectives • The objectives are relevant and challenging • Much thought, time and work has gone into this • Prominence given to listening and acting on feedback from staff, patients and their relatives. 	<p>Identified challenges:</p> <ul style="list-style-type: none"> • Objectives could be difficult to achieve • How would <i>use every NHS pound wisely</i> be measured? And what defines <i>wisely</i>? • Very wordy, full of coloured pictures and confusing. <p>Response: the objectives are a stretch. The highest priority ones are set out and called “Drivers.” These are the breakthroughs that will drive continuous</p>

	<p>improvement. Progress will be tracked and supported via the Strategic Deployment Reviews (SDRs) across the Trust.</p> <p>The metrics for every pound wisely, include a large range of benchmark performance, including being more productive.</p> <p>The text has been simplified where possible.</p>
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Could you please share your opinion on our Vision, Values and Strategic Themes?

<p>Positive feedback received:</p> <ul style="list-style-type: none"> • Great values • Relevant and important for staff and patients • “Triangle” approach with the patient at the top. 	<p>Identified challenges:</p> <ul style="list-style-type: none"> • How to engage with staff through engagement activities to make them feel that UHD is a great place to work. • How to gather staff feedback and create an action plan to improve areas falling short of expected results. <p>Response: there will be staff survey action plans, and targeted support for areas seeking the greatest improvements. As well as the national staff survey, there is a quarterly “pulse” survey plus ad hoc work.</p> <p>The Patient First methodology has at its’ heart creating the environment to respect and listen to staff. This approach should create a positive direction of travel, with results already improving.</p>
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Could you please share your opinion on Building a UHD Safety Culture?

<p>Positive feedback received:</p> <ul style="list-style-type: none"> • Patient safety is vital • Staff are a key asset to achieve this • Good to see a process which uses feedback as a positive way to learn and improve rather than a stick to be beaten with • It is achievable and important. 	<p>Identified challenges:</p> <ul style="list-style-type: none"> • Is the aim of being the safest trust in the country achievable through the set targets? • It would be good to have not only targets but stretch targets as well, particularly if any performance pay is associated with targets. • How to measure staff comfort in feeling safe to talk. <p>Response: Yes, the set targets are looking to achieve top level performance e.g. mortality rates. Other stretch targets include levels of staff reporting they feel safety is a top priority, being higher than peers. Pay is not related to performance, as there is scant evidence this leads to sustained improvement.</p>
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	<p>Our Freedom to Speak up Guardian reports on feeling safe to talk up, along with a range of other methods, including staff surveys, staff networks, unions, LERNs, whistleblowing and more.</p>
<p style="text-align: center;">Could you please share your opinion on our People Strategy?</p>	
<p>Positive feedback received:</p> <ul style="list-style-type: none"> • It is important that workforce feels valued, and they are meaningfully supported. • Well trained, valued, and rewarded staff is essential to achieve good results. • Full support for equal opportunities and diversity which strengthens the team. 	<p>Identified challenges:</p> <ul style="list-style-type: none"> • Setting arbitrary targets for diversity while ignoring an individual's suitability for a role over another is wrong. • Low staff morale by the way they are treated and expectations made of them • Pressure of work is an additional concern and career change seriously considered to protect their mental health. • Staff feel they are not listened to and concerns raised are not addressed • The aim within two years to improve the staff survey results to only 62% shows how low morale must be at present and why staff retention is difficult. • How do you plan to change the culture of more autocratic than consultative leadership? • How do you measure what staff think about the Trust's leadership and do they have faith in the leadership teams to deliver? <p>Response: the people strategy will be reviewed and updated in the coming year. Progress is already being made, with lower vacancy rates and higher staff retention, improving staff survey results including engagement. This is whilst remaining fully connected to how pressured many staff feel, and the cumulative impact post pandemic, industrial action, cost of living, and many other headwinds.</p> <p>Adopting the Patient First approach, the values and behaviours framework, and constantly striving to improve, will, over time, help make this a great place to work for more and more staff.</p>

Could you please share your opinion on our Transforming Care Together Programme?

Positive feedback received:

- The work going on to transform the Trust is exciting, challenging and necessary
- Possible to achieve if correct staffing level to cover all aspects
- Agree with approach to transforming patient services primarily to be delivered in Poole and BEACH.

Identified challenges:

- Difficult to understand what that means to ordinary people
- *From Swanage resident:* concerns regarding the increased mortality risk due to moving Emergency Care away from Poole to BEACH
- *From Swanage resident:* how will concerns for those people who will have longer transit times to EC at BEACH or Dorchester be addressed.

Response: the change in services will save lives. This was tested through the Independent Review Panel, and Judicial Review. The impact is already being seen in faster stroke and cardiac times to treatment, for patients who previously were seen at Poole, but are now receiving emergency treatment at Bournemouth.

There will be further public engagement in 2024/5 to help explain the implementation of the Clinical Services Review, and why the changes are both necessary and will save more lives.

Is there anything else that you would like to share about the draft plans?

- Against the 2024/2025 objectives it would be useful to see the 2023/2024 performance in order to judge the level of challenge.
- Hope that the Trust will encourage staff and patients to share concerns and [expectation] to help drive sustainable improvement as well as to safeguard what we are already doing well.
- The need of significant improvement in the care and retention of staff is essential going forward and must be a priority as without this many of the proposed plans will fail.
- I think visiting times should be protected but my experience is the person you are visiting is then expected to do things, for example go for a walk with physio, can't some of the time be protected. Hospitals are busy, scary and chaotic places for some and seeing friends and family is important to them.

Response: The 2023/4 performance is being collated and will be in the Annual Report due out shortly. Improving both patient and staff feedback are essential drivers of improving performance, and stretching targets to achieve this are included in the plan. This will include about visiting times, and balancing the need for activities and care giving.