

Business Plan

July 2021 – March 2022

Strategic Context

The remainder of 2021/22 is very much a transitional time for the health and care system and brings with it opportunities as well as some uncertainty and challenge. As we move out of the Covid incident management phase, our focus will shift to recovery and a renewed emphasis on place based population health priorities which will improve care for our local communities and reduce inequalities.

Strategic Approach

Our strategic approach remains the same, we will:

- Put People (residents, patients and staff) and System (which includes place) ahead of Organisation.
- Play to our strengths as an organisation (see below).
- Do the right thing at the right level: National, ICS, Place and PCN.

Our Strengths

- Delivery of outstanding, safe, services that are continuously improving. Adapting our services to support effective system working.
- Maintaining robust financial management and offering excellent Value for Money – investing in the key areas that are critical to our future.
- Being the glue in our system: both in service delivery terms (joining up other parts of care) and by displaying collaborative behaviours.
- Being strong enough to hold uncertainty but adaptable enough to act when opportunities arise.
- Growing through integrated working and service development with partners rather than competition.

Our Priorities

Our priorities this year are centred around people: both the population we serve and the people we employ.

1. Know our population well.
2. Be inclusive and develop our approach to addressing health inequalities.
3. Looking after our people.
4. Managing the impact of covid.
5. Transform community and urgent/emergency care.
6. Develop refreshed East Surrey place approach and develop clinical pathways aligned to place/population health priorities.
7. Deliver Children and Family Health services transformation and be procurement ready.
8. Ensure our organisation is well-led and continues to deliver outstanding services.
9. Use data and digital approaches to achieve the agreed objectives.
10. Celebrate our ten year anniversary as an employee owned social enterprise.



In line with our strategic approach, this business plan
has been developed around

People: System: Organisation
in that order.

PEOPLE

1

Priority One: Know our population well

- To use our own data and intelligence smartly and, working with PCNs, make use of expertise around PHM and risk stratification aligned to Surrey Heartlands ICS PHM and data strategy to have a clear approach to using PHM in all five PCNs, using this data combined with our local knowledge to drive the delivery of collaborative services (existing or new) at PCN level.
- Use the feedback we get from FFT; individual conversations with patients/families and the wider public; from our patient panel; through our Community Forum and from system partners to help us understand what our local communities need from health and care services, and to inform service re-design and improve patient outcomes and experience.

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Priority Two: Be inclusive and develop our approach to addressing health inequalities

- Working with PCNs and other system partners, using PHM data from Priority 1, to identify health inequalities and develop plans to reduce these where we can have a direct impact; and influence wider partners where we can have an indirect impact.
- Develop ways to measure the volume and impact of digital delivery of services, work with our patients, staff and local communities to identify areas of digital exclusion and ensure services are accessible to all regardless of choice of access (digital or face to face)
- Undertake the NHS Equality Delivery System (EDS2) to identify high impact actions that will help us improve how our services meet the needs of people with protected characteristics, with an initial focus on people with learning disabilities and from black, asian and minority ethnic communities.

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Priority Three: Looking after our people

- Develop a workforce plan (with clarity of action for organisation, place and system levels) that is driven by the clinical model, aligned to the Surrey Heartlands People Plan and is true to our culture of inclusion and empowerment.
- Identify, retain and embed working practices, that were introduced because of Covid, that have enhanced the way our services are delivered and/ or improved the working lives of our staff. Our 'new ways of working' has been established to oversee this process.
- Continue to offer health and wellbeing support and adapting this support based on staff need as we move out of the incident management phase of Covid.
- Undertake the NHS Equality Delivery System (EDS2) to identify high impact actions that will help us improve the working lives of how our staff protected characteristics, initially focusing on people living with disabilities or from black, asian and minority ethnic communities.
- Deliver a number of specific workforce priority projects identified as critical for our people:
 - Refresh leadership offer linked to place based working/offer
 - Scope out the admin development review to enhance career pathways and collaborative working for this profession within First Community
 - Better understand the drivers for use of agency staff and how we can work to increase numbers of long-term agency staff becoming substantive or bank staff to reduce our overall agency spend.
 - Put in place a multi professional leadership model that enhances the quality of the services and values the contribution that different roles and professions bring to improving the health of our population.



SYSTEM

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Priority Four: Manage the impact of Covid

- Continue to be prepared for further Covid surges through surveillance at a place and ICS level; robust EPRR management and having a process in place to receive and cascade new/revised guidance.
- We will continue to restore our community services and manage backlogs to minimise the time patients wait for care.
- Work with PCNs to continue to deliver Covid vaccinations to house bound patients and be ready for an autumn vaccination 'top-up' programme.
- Manage demand into our Long Covid service and work with commissioners to secure longer term funding.
- Prepare our services, in particular falls, direct access therapies and the Minor Injury Unit (MIU), to meet demand that exceeds pre-Covid levels.

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Priority Five: Transform community and urgent/emergency care

- Ageing Well: Build on existing Responsive Services (ICT) creating a referral hub with clear and consistent pathways to:
 - Deliver a 2hr Urgent Community Response (admission avoidance) by 1st December 2021.
 - Deliver sustainable and responsive HomeFirst/Discharge2Assess.
- Ageing Well: Work with PCNs to deliver the Enhanced Health in Care Homes Direct Enhanced Service (DES) through the care home advisors and community matrons.
- Ageing Well: Work with PCNs to deliver the Anticipatory Care DES through MDT working.
- Work with Primary Care to develop a robust plan for the transformation of the MIU including links to Think 111 to offer same day urgent access in the community.
- Work with Surrey Adult Social Care to scope out further opportunities for integration building on the co-location of Adult Reablement services with First Community Intermediate Care Teams with a view to developing a road map to deliver the national 2-day reablement standard from April 2023.

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Priority Six: Develop refreshed East Surrey place approach and develop clinical pathways aligned to place/population health priorities

- Be an active and proactive partner in the east Surrey Organisational Development work (both developing the function (model of care) and the form (partnership structure) and be ready for any further delegated functions that come down from Surrey Heartlands ICS.
- To lead east Surrey respiratory programme which aims to increase and improve prevention, diagnosis and management of Chronic Obstructive Pulmonary Disease (COPD) within our Place, and participate in the ICS respiratory programme of work.
- To participate in the ICS Cardiovascular programme of work, including Place based remote monitoring pilot.
- To work increasingly within PCNs and develop plans for Direct Access Therapies and Long-Term Conditions for all services in line with prevention, proactive, reactive agenda.
- To implement and evaluate new OT and Dietician roles within PCNs.
- To agree ambition with PCNs for further new roles by April 2022
- To review First Contact Practitioner (FCP) service provision, outcomes and Key Performance Indicators (KPIs), and work with PCNs to agree service developments.
- To further develop Long Term Conditions (LTC) teams to be part of Multi-Disciplinary Teams (MDTs) and frailty hubs - Falls prevention, heart failure and respiratory.
- To co-design with our East Surrey partners the place based system wide quality framework that enables quality improvement activities to be prioritised undertaken together while providing the (quality) assurance required within the new NHS architecture. The desire is to undertaken assurance once freeing up time to do improvement together.

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Priority Seven: Deliver Children and Family Health services transformation and be procurement ready

- Work with partners to determine the future of children and family services across Surrey and be ready for a competitive procurement process through the delivery of the five transformation projects during 2021.
- Build on the work we do with Gypsy, Roma and Traveller and other communities that experience inequity in access to health care to reduce inequalities and to improve health outcomes for these populations.
- Working with partners, we will ensure our immunisation service is ready to deliver the increase in flu vaccinations to school age children and be prepared to deliver the Covid-19 vaccination to school aged children in line with national plans.
- We will be proactive in the development of a revised governance framework for the Children and Family Health Surrey which promotes transformation and ensures accountability for the delivery of the service and also focus on the development of the CFHS partnership, so it is ready for the challenges ahead.



ORGANISATION

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Priority Eight: Ensure our organisation is well-led and continues to deliver outstanding services

- Develop a methodology (underpinned by an enabling culture) that encourages any significant service developments or improvements initiatives are taken forward using continuous quality improvement principles. This will enhance chances of success and reflects the just culture that we aspire to.
- A refreshed CQC inspection readiness plan in light of the new inspection regime including our participation in potential ICS inspection which is now within scope of CQC regulation.
- To develop a methodology that enables First Community to demonstrate both community value and value for money.
- Develop a new monthly performance report bringing together quality, patient experience and outcomes with data that ensures transparency in demonstrating how we are delivering services and measure outcomes better.
- Develop our sustainability ambition and strategy, agree our baseline, and develop the Green Plan with clear deliverable actions.
- To implement our approach new ways of working and to review and iterate the approach throughout the year.
- Refresh our internal governance making the organisation as efficient as possible and maximising the time our clinical staff have with patients.
- To deliver the 2021/22 budget within the uncertainty of NHS funding allocations for the first (H1) and second (H2) halves of the year.

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Priority Nine: Use data and digital approaches to achieve the agreed objectives

- To build on the success of the Surrey Care Record and be an active partner in future phases of development and the development of PHM to know our populations better.
- To develop mechanism to ensure we input into the national Community Services Data Set (CSDS).
- To develop and deliver the 2021/22 Data Quality Improvement Programme (DQIP) that enables us to be confident about our data.
- To develop the potential we have with the technology we have by continuing to modernise our IT and infrastructure to enhance our digital maturity.
- To deliver the board approved projects within the 2021/22 Estates & Digital roadmap.

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Priority Ten: Celebrate our ten year anniversary as an employee owned social enterprise

- A series of conversations with all those in First Community to understand their perspectives, priorities and dreams going forward.
- Using the above to make any necessary changes to our governance or approach.
- Delivering a series of events throughout the year to raise the profile of employee ownership, refresh our engagement approaches and hopefully, as a result, increase our shareholder numbers.

