

Meeting the general equality duty

Title: Business Planning

Which of the three aims is this information relevant to?

- Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Act.
- Advance equality of opportunity between people who share a protected characteristic and those who do not.
- Foster good relations between people who share a protected characteristic and those who do not.

How does this information help us to show the trust are paying due regards to advancing equality?

This information is relevant to all three aims. Staff engaged in the business planning process are reminded that:

- An Equality Impact Assessment (EQIA) should be undertaken for all service changes. An Equality Impact Assessment should be undertaken for all service developments and include links to the Equality Impact Assessment process flow chart and Equality Impact Assessment toolkit.
- Equality Impact Assessments help us to promote equality and assess the impact on any particular groups as a result of planned changes and so helping us to check for and prevent disadvantage or discrimination.
- It is equally important that when making service changes, the views of the patients, service users, the public and stakeholders are taken into account and this document highlights the need for patient engagement and involvement to be taken into consideration.
- This message is strengthened in the Strategic Service Reviews workshop that took place in December to develop clinical strategies for 2019/20.

BUSINESS PLANNING 2019/20

National Context

1. NHS England (NHSE) and NHS Improvement (NHSI) required a business plan to be submitted in April 2019 covering the financial year 2019/20. This plan is an assurance of how the trust will deliver its service in a climate of growing demand, workforce challenges and tighter grip and control on resources. The plan also includes the financial and activity forecasts agreed with the Clinical Commissioning Groups for the coming year. This year is the first year to take into consideration The Long Term Plan - a document which has been published as a guide for the direction of health care for the next ten years.
2. Buckinghamshire continues to work as an Integrated Care System (ICS) to provide good quality care across Bucks through joined up working in health, social care and community services.
3. The Buckinghamshire Integrated Care System (ICS) is part of the Buckinghamshire, Oxford and Berkshire West Strategic Transformation Partnership ([BOB STP](#)) which is 1 of 44 set up across England to support the delivery of better health, transform the quality of care and sustainable finances. We are working as a region on a number of work streams aligned with delivering the NHS Long Term Plan.
4. By June 2019, Buckinghamshire General Practices will have come together to form Primary Care Networks for the local population. Primary care networks will be based on GP registered lists, typically serving natural communities of around 30,000 to 50,000. They should be small enough to provide the personal care valued by both patients and GPs, but large enough to have impact and economies of scale through better collaboration between practices and others in the local health and social care system.

BHT Context

Our mission is to provide safe and compassionate care every time, and through our strategic priorities of quality, people and money will deliver our vision to become one of the safest healthcare systems in the country. The Trust will be known for excellence in quality, being a great place to work and leading the way in joined up health and care for our patients.

Using our CARE values, we will deliver our strategy 'the BHT way' empowering our patients, engaging and working with our partners and communities and supporting staff to lead the transformation of our services.

Corporate objectives and plans to traverse our 3 strategic priorities are in place for 2 years and our digital, estates, clinical and commercial strategies are designed to enable the delivery of our objectives. All Board committees, together with the Executive Management Committee (EMC), are being structured to oversee the delivery of this plan and associated projects.

Greater links with operational and clinical teams are being built through the delivery of the clinical strategy and business plans. These are detailed and aligned with the health and social care system and contribute to the delivery of corporate objectives and significant transformation.

Corporate objective	Projects	Executive lead	Committee
Continue to improve our culture	BHT Way – always improving: <ul style="list-style-type: none"> - Listening to the patient voice - An organisation that learns - Culture of quality improvement - Making it easier to get things done 	Chief Nurse Chief Nurse Director of Strategy Chief Operating Officer	Quality Quality Board Finance
	Clinically-led financial plan	Medical Director	Finance
Implement new workforce models	Innovate with new models of care and/or staffing to tackle gaps in workforce	Chief Nurse	Workforce
	Make BHT a great place to work	Director of Workforce & OD	Workforce
	Develop teams, talent and an inclusive workforce	Director of Workforce & OD	Workforce
Tackle inequalities and variation	Build new community partnerships	Director of Strategy	Board
	Get It Right First Time and reduce clinical variation	Medical Director	Finance
	Modernise outpatient services	Chief Operating Officer / Medical Director	Quality
	Embed use of accurate data across the Trust	Director of Strategy	Finance
Enablers To deliver: <ul style="list-style-type: none"> • Digital strategy • Estates strategy • Clinical strategy • Commercial transformation • Corporate service transformation 		Director of Strategy Commercial Director Director of Strategy Commercial Director Director of Finance	Finance Finance Quality Finance Finance

Operational Context

The 2019/20 Operating Plan is supported by the Trust Corporate Objectives and incorporates delivery of milestones, which will be reviewed and, where appropriate, re-set and expanded.

In developing individual SDU strategies, the strategy team is supporting the SDUs and Divisions to ensure alignment with the following:

- Service line reporting and Carter/Model Hospital benchmarks
- Trust Strategy including ICS Development
- Emerging IT, Estates, Communication and Engagement and Workforce Plans
- Patient Experience and Quality Improvement Plans
- Referral to treatment time and waiting list position

As part of the process, the Trust will ensure Divisional discussion of the individual SDU plans through Divisional Boards.

To ensure alignment across the BHT strategic priorities of Quality, People and Money, and linkage to strategic, operational and clinical plans, the Business Plan will be shaped and informed by:

- Corporate Strategic Objectives
- Divisional Plans and Workshops
- SDU Strategies and Workshops
- BHT Way Sessions
- Deep Dive Planning process

Out of this process there will be a number of output initiatives that individual SDUs are able to pursue and develop as part of their strategic and operational plans which will already be known.

However, a considerable number of initiatives will require both investment and corporate support. The trust will need to prioritise those initiatives based on impact, feasibility and strategic fit.

In November 2018 Divisional workshops were used as a mechanism to prioritise strategic and productivity outcomes that were relevant to each service that will be included in the final Clinical Strategy which will build by Division. These workshops were supported by the strategy and quality improvement teams.

One Integrated, Aligned and Comprehensive Plan

The Trust is part of the local Buckinghamshire ICS and is looking towards developing and strengthening its partnerships with all stakeholders, e.g. commissioners, providers, local council, third sector etc.

Data

The Trust will utilise national data and benchmarking information where available to shape its strategy and plans such as Carter Model Hospital, GIRFT.

Internally the Trust will develop its comparison data to drive through change, where need is evidenced such as Perfect Ward App.

N.B. It is important to remember that an Equality Impact Assessment should be undertaken for all service developments; please see toolkit and process flowchart:

- [Equality Impact Assessment Toolkit](#)
- [Equality Impact Assessment Flow process chart](#)