Strategic Business Plan

2024-2029

Foreword

This Strategic Business Plan (2024-2029) sets out our ambitious journey towards operational excellence, growth, and innovation. We will strive to not only meet, but exceed the expectations of those people who use our care, their families, and carers.

Our Vision is for people in Bournemouth, Christchurch, and Poole to live healthy and independent lives in connected communities and to provide high-quality care and support when they need it. We believe that this Business Plan outlines our commitment to providing exceptional care that champions independence, dignity, and well-being.

Our values:

> Person-centred: to put people, compassion, and kindness at the heart of everything we do.
> Respectful: to be respectful in everything we do.
> Fair: to act fairly and consistently, be open and treat everyone equally.
> Equality: to promote and advance equality, diversity, and inclusion in all our work and interactions.
> Integrity: to act with integrity in striving to improve and provide care for those we serve.

It is well publicised that it is currently a challenging time for social care.

There have been years of austerity and a growing need for care, subsequently it has been a mountainous challenge for all Councils to keep pace with the investment necessary to provide these services. That, compounded by the more recent national cost of living crisis, and the dramatic increase in the costs of delivering services due to rising energy and interest rates, which are all impacting on our commissioners as well as those increasing numbers of vulnerable people, who need social care support. There are also difficulties in recruiting to crucial "care delivery" jobs and the impact, on social care, of an NHS under unprecedented pressure.

Yet, it is within these challenges that we find our greatest opportunities for growth and transformation. Our strategic objectives, laid out in this plan, are designed to navigate these challenges and complexities, through innovation, strong partnerships, creative thinking, community engagement, and ensuring the people we employ are skilled, confident, and well supported to carry out their roles. These objectives will forge a future where we are providing consistently outstanding care and support for those people who need our services.

Central to our approach is the alignment of our performance and outcomes against our strategic aims, ensuring a framework for measuring success and driving continuous improvement. Within the strategy we outline plans to:

- Value, Invest, Develop and Care for our Workforce.
- Innovate and Transform Services.
- Embed a positive, open, and trusted People Culture.
- Achieve High-Quality Services.
- Ensure Financial Sustainability.
- Strive for Growth/Expansion.

These plans will serve as our compass, guiding our efforts towards achieving meaningful, measurable outcomes. They will not only reflect our progress through the action planning they underpin, but also create the path towards us achieving our aspirations.

Finally, we fully appreciate we cannot achieve our ambitious journey alone. Strong and enduring partnerships are critical to our success, and, to this end, we will continue to support and to align everything we plan with our Shareholder, BCP Council. We will also continue to strengthen our working partnerships with NHS colleagues, the voluntary sector, and the communities we serve in the belief that "Together We Can Achieve More".

Charlie Sheldrick – Tricuro Chair   **Derek Law MBE – Interim Managing Director**

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Executive Summary

Tricuro is a local authority trading company owned by BCP Council and is a leading provider in adult social care within the Bournemouth, Christchurch, and Poole area. The organisation is embarking on a strategic journey to redefine its approach and operations in alignment with changing sector demands and stakeholder expectations.

Tricuro's strategic plan is designed to navigate the complexities of adult social care over the next 5 years, while setting a blueprint for growth, sustainability, and excellence in service delivery. The overriding priority is to stay true to the purpose of providing services for BCP Council. Other revenue opportunities can be explored as long as these are aligned to BCP's commissioning intentions.

The strategic plan's focus on innovation, community engagement, workforce development, opportunities for integration with Health and growth will position Tricuro in the sector as a forward-thinking organisation, ready to meet future challenges head-on and be an outstanding provider.

Short-Term Objectives (Year 1):

Objective 1: Aligning with BCP Council's Vision

Tricuro's alignment with BCP Council's vision is manifested through a strategic shift towards a community, strength-based approach. The restructure of reablement services, the establishment of community hubs, an increased offer of provision for regulated services, and the investment in advanced care technology are pivotal to this objective. These steps are designed to streamline services, foster community integration, and promote independence, with clear outcomes expected by the end of the first year.

Objective 2: Enhancing Reablement Services

Our key strategies include the development of a streamlined referral and assessment process, within a hub model, and dynamic support plan management. These initiatives aim to improve service user independence and integrate a multidisciplinary approach to care.

Objective 3: Day Opportunities

Tricuro is set to revolutionise its Day Opportunities offer, establishing community hub models that integrate reablement, employment support, social prescribing, and community-based

activities. This strategy intends to provide enriched and diverse opportunities for service users, boosting their community engagement and social inclusion.

Objective 4: Optimising Intermediate Care

Focusing on the Discharge to Assess (D2A) model, Tricuro plans to expand bed capacity and embed Occupational Therapists within hospital teams, integrating and working closely with NHS community health services wherever this benefits patients/service users. The aim is to streamline the transition from acute care to home, enhancing the efficacy of community reablement and reducing the reliance on prolonged care packages.

Objective 5: Enhancing Regulated Services

A commitment to exploring immersive therapy, assistive technology, and de-escalation rooms into our care services will meet the needs of people with complex health and social care requirements. This approach will ensure regulatory compliance and best practice in providing high-quality care. Tricuro will provide services to those in need of bariatric care and support, under 65's with higher acuity of needs and those over 65 with care and support needs and behaviours that are complex by upskilling staff and the service provision offer. The aim is that Tricuro will maintain 95% occupancy and referrals are responded to within 24 hours.

Objective 6: Quality Assurance

Quality assurance measures will be further developed to ensure that all aspects of Tricuro's services meet the highest standards. Tricuro aims be an outstanding provider of health and social care by transforming and realigning the quality assurance framework and operational improvement strategy.

Objective 7: Digital Transformation

Tricuro is moving forward with a "Digital First" approach to better meet the digital needs of our community. We are introducing more digital tools and systems to improve the support we provide to everyone we care for. For example, we're looking at ways to better embrace assistive technology and finding new ways to keep people connected and supported online. It's important for us, especially for our service users and their carers, to get comfortable with using technology. This effort is all about making sure that digital technology is a big part of how we provide care, making our services more inclusive, efficient, and ready for the digital future.

Objective 8: Risk Management and Governance

The implementation of a risk management framework and board governance training will underpin the strategic direction and operational oversight of Tricuro, ensuring compliance with regulations and industry best practices.

Outcomes and Impact

The outcomes of this strategic business plan are designed to demonstrate significant progress in service delivery, user engagement, and digital transformation. By the close of the first year, we aim to achieve increased independence for service users, enabling individuals to achieve their personal goals in accordance with their assessed needs, improved efficiency in referral and assessment processes, investment in workforce development and upskilling staff to better equip them to respond to the changing health and social care environment, and greater resilience against potential risks.

Tricuro's unwavering commitment to aligning with BCP Council's strategic intentions and infusing our operations with a community focused and digital-first approach positions us to not only meet but exceed the expectations of our service users and stakeholders. Through this plan, we pave the way towards an adaptive, inclusive, and innovative future in adult social care.

Mid to Long-Term Objectives (2-5 years):

A key component of Tricuro's mid to long-term strategy is the **dual registration** of care homes for nursing, enabling the provision of comprehensive care that includes on-site and in-reach roles such as speech and language therapists, physiotherapists, and dieticians across all the operational service types. This will be complemented by our care homes reaching out to the community **to encourage accessibility and engagement within the homes**. The strategy encompasses community mapping to ensure effective service delivery and integration, targeted training programmes, university partnerships, enhanced governance, and adherence to CQC regulations.

With regards to Reablement, Tricuro aims to expand its offering to work closely with Dorset Healthcare's multi-disciplinary teams which include nurses, therapists, and other specialists as part of the team, thereby **enhancing its capability to support the BCP community**. This expansion will foster connections with other providers, creating a cohesive network of

care. The long-term vision includes evolving into a service that can offer crisis support to service users and their carers.

Catering services will see significant development, with plans to diversify the current offer, linking in with our supported employment service in the mid-term to meet community needs, aimed at enhancing culinary skills and workforce opportunities as well as **expanding and improving the meal provision for service users**. The long-term strategy includes opening a café for the community, which will employ individuals who have completed employment support programmes with Tricuro, fostering community integration and offering practical work experiences.

Workforce Priorities:

As part of its workforce strategy Tricuro will prioritise attracting, developing, and retaining a skilled workforce. This plan outlines targeted recruitment, comprehensive training programmes, competitive salary and benefits, and a focus on staff well-being and career progression.

Tricuro will develop an agile workforce structure responsive to changing needs and fit for purpose, which is trained and upskilled as needed to match the needs of service requirements.

Sustainability and Expansion:

Tricuro's strategic plan for sustainability and expansion focuses on workforce development, adopting a person-centred approach. We intend to explore opportunities to expand the organisation and bid for new contracts with BCP Council. Tricuro will aim to drive efficiencies and cost effectiveness combining financial sustainability with the ability to meet the local community needs.

Monitoring Approach:

The plan includes a rigorous monitoring approach involving key performance indicators and other forms of review, including user and stakeholder feedback. Through clear governance Tricuro will understand its responsibilities and risks, and will quality assure each objective's progress through their internal committee and board structure.

Short-Term Operational Objectives (Year 1)

Objective 1: Align with BCP Council's Vision and Adult Social Care Strategy

As Tricuro transitions into a new phase of operational excellence, aligning with the BCP Council's vision is paramount. The council's strategy, which emphasises the creation of sustainable, safe, and healthy communities, dovetails with Tricuro's ethos of delivering person-centred care. The strategic shift towards community-focused approaches will see a transformative realignment of Day Opportunities, moving away from traditional models to a more fluid, community-integrated framework.

Key Aims:

1) **Streamlined Reablement Roles for Enhanced Efficiency:**
   Tricuro will restructure its reablement service to align with BCP's strategic vision for more integrated and efficient care delivery. This involves consolidating roles into key positions such as Senior Reablement Workers, Community Reablement Practitioners, and Occupational Therapists, each with clearly defined responsibilities that support a more focused, effective reablement process, which builds greater capacity to support our shared community. This restructure aims to improve operational efficiency and ensure that service delivery is closely aligned with the principles of maximising independence and integrating community support.

2) **Reablement Hub Model for Centralised Care Coordination:**
   Implement a community hub model that acts as the central point for coordinating reablement services. Each hub, led by a Hub Lead, will work closely with local social work teams and the NHS, ensuring that referrals are efficiently managed and that service users receive comprehensive support tailored to their needs. This model promotes a cohesive approach to reablement, enabling seamless access to a range of services including preventative, emergency, and long-term support.

3) **Community-Based Activity Development:**
   To ensure a seamless transition, Tricuro will strategically reallocate resources to nurture the growth of community-based activities. These activities will aim to foster local engagement, promote social inclusion, and provide a platform for our service users to maintain active, fulfilling lives within their communities. Optimise community integration from regulated services as well as day opportunities and allow people to

achieve their aspirations or goals. This meets the BCP Council vision, which is to: *maximise opportunities for Providers to deliver responsive, flexible, and creative opportunities that help people to have a fulfilling life, enable development of new skills, pursue interests, make friends, gain relationships, and peer support and make a positive contribution to the community.*

4) **Day Opportunities Integration:**

Central to our strategy is the formulation of a robust plan that integrates services into a community hub model, linked with our Reablement structure in point 2 above. This model will serve as a beacon for collaborative care, outreach to communities, reablement support and providing a nexus for health, social, and voluntary services. It is envisioned as a safe space where service users can access a range of support options tailored to their individual needs with an element of social prescribing. The hub is a host for multiple offerings all under one roof.

5) **Residential and Nursing Strategy:**

To ensure that the offer by Tricuro will strategically support our commissioners needs while also supporting those with complex needs live a fulfilled life. Tricuro will invest to support gaps in the care market as well as ensuring staff are trained to meet the demands of highly complex cases whilst also registering to deliver care to under 65's, over 65's with higher acuity of needs, and bariatric provision.

The aim of an outcome-based approach is to shift the focus from tasks and processes to the impacts of these on service users. Success by achievement of individual outcomes will be evidenced primarily but not exclusively by the satisfaction levels of service users and their carers and their experiences in the service and the impact on their wellbeing.

6) **Integration of Advanced Care Technology:**

Tricuro will harness the transformative power of care technology as detailed in BCP's strategy, enhancing independence and quality of life for service users. Initiatives will focus on integrating advanced technological solutions such as remote monitoring, assistive devices, and digital platforms to support early intervention, prevention, and self-managed care. This strategy will not only cater to the aging population but also support younger adults and those with complex needs, aligning with BCP Council's vision for a tech-enabled, inclusive care ecosystem.

Actions/Outcomes:

- **Implementation of Streamlined Service Roles:**

  By Q2 (September 2024), complete the transition to the new reablement service structure, with all roles clearly defined and staff trained in their new responsibilities. This action will mark the establishment of a more agile and responsive reablement service that can effectively address the complex needs of service users.

- **Creation of Community Hubs:**

  By Q4 (March 2025), have all community hubs fully operational, with each hub actively coordinating reablement services within its designated area. These hubs will serve as the nexus for service user referrals, assessments, and the delivery of tailored support plans. Tricuro will respond to and action all referrals within 48 hours, demonstrating enhanced efficiency and responsiveness in meeting service user needs.

- **Increased Service User Independence and Community Integration:**

  By the end of Q4 (March 2025), demonstrate a measurable increase in service user independence, with at least 30% of service users achieving their reablement goals within the targeted timeframe. To enable people to integrate or be reintroduced to their support network, reflecting the successful reduction of social isolation and improved wellbeing.

  This meets the ASCOF 2A by providing evidence of a good outcome in terms of maximising independence and delaying dependency on, reducing, and preventing further care needs, which is relevant for quality of life.

  It also ensures ASCOF 2D is met by helping to avoid permanent placements in residential and nursing care homes. This is a good measure of delaying dependency, and the inclusion of this measure in the framework supports local health and social care services to work together to reduce avoidable admissions. An important caveat: it is acknowledged that for some service user groups, admission to residential or nursing care homes can represent an improvement in their situation and quality of life.

- **Service user Satisfaction:**

  By the end of the Q4 (March 2025) Tricuro will have undertaken its annual service user satisfaction exercise within our community-based services. This measure will be

derived from direct feedback, surveys, and service usage data and will be used to inform and improve services.

- **Care Technology Deployment and User Empowerment:**

  By Q3 (December 2024), Tricuro will link together with BCP's Care Technology Hub to initiate the rollout of care technology solutions across all service areas, ensuring that technologies are user-friendly and accessible and that they align to the BCP strategy and approach for assistive and digital technology solutions, including any training requirements for service users and carers on using these technologies to enhance their independence and safety at home.

By embracing BCP Council's strategic intentions and infusing our operational community approach, Tricuro aims not only to meet but exceed the expectations of our service users and stakeholders. Our steadfast commitment to this objective is driven by the belief that our service users' well-being is intrinsically linked to the vibrancy and health of the communities they call home.

Objective 2: Enhancing Reablement Services

Tricuro is enhancing its reablement services to better support individuals in their recovery and independence, focusing on a comprehensive and integrated approach. Through establishing Reablement Community Hubs, aligning with BCP Council and ICS frameworks, and adopting a therapy-led model, we aim to deliver personalised, efficient, and collaborative care that meets the unique needs of each service user.

Key Aims:

1) **Reablement Community Hub:**

   Position the Locality Hubs as central nodes for reablement services delivery, ensuring that each Hub Lead and Occupational Therapist manages their geographic area effectively and organises services to minimise travel times and enhance service efficiency.

2) **Alignment with BCP and ICS Frameworks:**

   Reflect BCP's strategy for health and social care, mirroring the wider Integrated Care System (ICS) framework in providing a cohesive care model.

3) **Continued Supported Living Service:**

   Tricuro will provide a person-centred approach, delivering support for people in their own supported living accommodation. This will be measured according to the assessed needs of each individual service user. This will include one to one key-working, planned support and guidance, telephone calls and administration applicable to the support provided.

   This will support service users to gain, re-learn or maintain life skills to carry out their own day to day tasks, such as cooking, cleaning, laundry, budgeting and paperwork. This support will be identified by a comprehensive needs and risk assessment involving the services users and will be subject to regular review.

   Tricuro will continue to work with the BCP Council to jointly review service users' progress and 'move on' plans, this will include providing information to BCP in relation to each service users progress and outcomes.

4) **Streamlined Referral and Assessment Process:**

   Develop a clear and efficient referral pathway that enables Senior Community Reablement Officers and Occupational Therapists to promptly receive and process referrals, conduct initial assessments, and allocate the appropriate team for each case.

5) **Therapy-Led Model:**

   Ensure that reablement services are led by qualified therapists to facilitate professional and tailored care plans that cater to the specific recovery and rehabilitation needs of individuals.

6) **Dynamic Support Plan Management:**

   Empower Community Reablement Practitioners to actively manage and adjust support plans in real-time, with a focus on leveraging community support to mitigate isolation and enhance well-being.

7) **Integrated Multidisciplinary Approach:**

   Foster a multidisciplinary approach within each hub, involving social workers, occupational therapists, GPs, Nursing, Hub Leads, and reablement practitioners to offer comprehensive community outreach reablement services.

8) **Community and Social Work Team Collaboration:**

   Ensure that each Hub Lead has direct links to the area's social work team and NHS representatives to facilitate integrated care and responsive service delivery.

9) **Outcome-Focused Reablement:**

   Align the reablement approach with national best practices, focusing on achieving meaningful functional goals and outcomes that promote well-being, autonomy, independence, and choice for individuals.

10) **Data and Technology Integration:**

   Harness data insights and technology to improve service quality, inform decision-making, and enhance the overall efficiency of reablement services.

11) **Training and Development:**

Invest in multidisciplinary team training to adapt skills, cultures, and practices to the integrated care model, with emphasis on collaborative cultures, trusting relationships, and reflective learning.

Actions/Outcomes:

- **Reablement Hub Services Launch:**

  By Q3 (December 2024), launch a new reablement community service, with fully functional multidisciplinary teams in Bournemouth, Christchurch and Poole using a hub approach.

- **Enhanced Multi-Disciplinary Collaboration:**

  The integration of a multidisciplinary team approach will promote cohesive care delivery, which not only ensures that patients receive comprehensive support during their transition from hospital, but also aims to promote independence.

- **Training Programme Implementation:**

  By Q4 (March 2025), integrate with Dorset Healthcare and other key stakeholders to adopt any additional learning and development to enhance the support provided to people. To complete the first phase of multidisciplinary team training, with all staff proficient in integrated care delivery.

- **Outcome-Focused Service Delivery:**

  By Q3 (December 2024), ensure that all the people we support have appropriate, personalised goals incorporated into their support plans, with regular reviews to track progress.

Tricuro aims to refine its reablement services, embedding them into the Locality Hubs to provide a cohesive, efficient, and person-centered care system. Tricuro is positioned to transform its reablement services significantly, placing therapy-led and collaborative models at the forefront of its strategic operations, thereby aligning with both the BCP strategy, and integrating with the broader ICS framework for a more resilient and responsive social and health care system.

Objective 3: Day Opportunities

This section outlines the strategic aims and outcomes designed to enhance Tricuro's Day Opportunities service delivery, focusing on innovation, community integration, and the development of a skilled, motivated workforce for sustainable, high-quality care.

Key Aims:

1) **Establishment of the Community Hub Model:**

   Transform Tricuro's current Day Opportunities offer into a community Day Opportunity Hub Model. This would create multifunctional spaces that integrate into the wider BCP community as a central point for reablement, employment support, volunteer opportunities, and community-based activities, aligning with BCP Council's strategic aims for enhanced community integration and support.

2) **Community and Volunteer Engagement Expansion:**

   Broaden the scope of activities offered by volunteers within the hubs to include more diverse community engagement projects, such as conservation work, gardening, and local charity partnerships. This expansion aims to provide varied opportunities for service users to engage with their volunteer community, improve their wellbeing, and gain valuable work experience.

3) **Integration of Supported Employment Services:**

   Align the COAST employment support service within the newly created community hubs to create a seamless pathway for individuals seeking employment. To redefine the COAST offer with clear and goal focussed outcomes (time limited) and integrate COAST into the community hub offer, rather than having a stand-alone service. This will involve active coordination between employment support workers and day opportunities staff to tailor support for individuals' employment goals.

4) **Reablement Service Integration within Hubs:**

   Leverage the hubs as platforms for delivering comprehensive reablement services. This will involve close collaboration between Occupational Therapists, Hub Leads, and reablement practitioners to offer targeted support aimed at maximising independence. Implementing a live, ongoing review process for reablement plans, enabling swift adjustments based on individuals' progress and emerging needs. This

approach will ensure that reablement services are responsive and effectively support individuals towards achieving greater independence.

5) **Hub Staffing and Service Model Redesign:**

Review and adjust staffing models to align with the Hub model, focusing on roles that support the seamless delivery of reablement, employment support, and community engagement services. This includes the creation of new roles or adjusting existing ones to ensure that the hubs operate effectively as integrated service delivery points for Tricuro, BCP Council and our wider Stakeholders.

6) **Partnership Development with Volunteer Organisations:**

Forge stronger partnerships with volunteer organisations to support greater integration within Tricuro's Day Opportunity Hubs. This will better utilise community events and resources effectively. These partnerships will aim to provide a comprehensive network of support for service users, facilitating access to a wider range of services and community activities.

Actions/Outcomes:

- **Community Hub Launch:**

  By Q4 (March 2025), launch the redesigned community day opportunity hubs, with all integrated services operational and staff roles realigned to support the new hub model.

- **Reablement Pathway Implementation:**

  By Q4 (March 2025), fully operationalise the Reablement Pathway within the community hubs, with clear processes for assessment, plan development, and live adjustments.

- **Community Engagement Activities Increase:**

  Introduce co-produced engagement activities by Q4 (March 2025), demonstrating successful community integration and user participation.

- **Successful Pathway Integration:**

  By Q4 (March 2025), fully integrate the supported employment and reablement pathways within the hubs, with all participants reaching their individual goals.

- **Staff Redesign and Training Completion:**

  Complete the staff redesign and training necessary to support the hub model by Q3 (December 2024), ensuring that the workforce is fully equipped to deliver the integrated services.

- **Partnership Initiatives Activation:**

  Initiate the first set of partnership activities with CAN and other stakeholders by Q3 (December 2024), with clear indicators of increased service user access to community resources and support networks, and links with community activities showing an increase by Q4 (March 2025).

By incorporating these strategic elements, Tricuro aims to significantly enhance the effectiveness and reach of its Day Opportunities through the community hub model, achieving greater alignment with BCP's strategic objectives and creating a more integrated, supportive environment for service users.

Objective 4: Optimising Intermediate Care

Tricuro is committed to improving intermediate care through the expansion of the Discharge to Assess (D2A) model and enhancing partnerships for smoother transitions from hospital to home. Our focus is on ensuring efficient use of beds, increasing therapeutic support, and implementing effective outcome monitoring to support people's return home with the necessary care and support.

Key Aims:

1) **Discharge To Assess (D2A) Model Expansion:**

   Expand the D2A model within Tricuro's bed capacity and integrating additional Occupational Therapists and Assistants to improve patient flow from acute trusts to intermediate care at Coastal Lodge or community reablement services.

2) **Seamless Transition from Hospital to Home:**

   Strengthen partnerships with acute trusts to ensure Occupational Therapists are embedded within hospital teams to facilitate timely and appropriate discharges, focusing on a 'Home First' approach.

3) **Efficient Utilisation of Intermediate Care Beds:**

   Address the underutilisation of intermediate care beds by refining referral processes to ensure that incoming patients are suitable for the service offered at Coastal Lodge and that Tricuro can sustainably support discharges from local hospitals more readily and effectively.

4) **Therapeutic Support Staff:**

   Increase the size of the occupational therapy hub team to match the demand created by the expansion of D2A beds, ensuring a high level of care and support for discharged patients.

5) **Outcome Monitoring and Reporting:**

   Implement a system for ongoing monitoring and reporting of patient outcomes post-D2A implementation to demonstrate the efficacy of the model in returning patients home with reduced care packages.

6) **Cost-Benefit Analysis:**

Work with BCP Council to undertake a comprehensive cost-benefit analysis of expanding D2A beds versus converting existing health rehab beds in order to assess the financial and care quality implications for BCP Council.

Actions/Outcomes:

- **Bed Capacity Enhancement:**

  By Q2 (September 2024) work with Dorset HealthCare and BCP Commissioning to utilise all available beds at Coastal Lodge.

- **Team Expansion Completed:**

  By Q3 (December 2024), complete the recruitment and integration of additional Occupational Therapists and Assistants into the hospital and community teams.

- **Discharge Efficiency Improvement:**

  By Q4 (March 2025), achieve an improvement in the efficiency of the discharge process from acute trusts to Coastal Lodge or community reablement services. Establish an outcome-based evaluation framework for monitoring the success of the D2A model in reducing care packages post-discharge.

- **Staff Flexibility:**

  By Q3 (December 2024), be able to deliver a flexible and dynamic workforce that can work between community reablement or bed based reablement services.

- **Reporting System Implementation:**

  By Q4 (March 2025), implement a reporting system to track patient outcomes and the effectiveness of the D2A model, with the first report due in Q2 (September 2025).

Tricuro aims to optimise intermediate care services by integrating a comprehensive Discharge to Assess approach, providing a seamless transition from hospital to home, and maximising the effectiveness of community reablement to support the broader NHS objective of a supported 'Home First' model.

Objective 5: Regulated Services

Tricuro is set to transform its regulated services by incorporating immersive therapy, advancing assistive technology, and developing de-escalation rooms to enhance the quality of life for residents with complex needs. Our goal is to provide innovative, personalised care that supports independence, emotional health, and wellbeing, ensuring our practices align with the highest standards of care and regulatory compliance.

Key Aims:

1) **Immersive Therapy Integration:**

   Integrate immersive therapy techniques, using virtual reality and other innovative tools via the BCP Care Tech Fund, to improve the psychological well-being and engagement of residents with complex needs, specifically targeting apathy and emotional health.

2) **Assistive Technology Advancement:**

   Invest in assistive technology devices to promote independence and enhance quality of life for residents with cognitive or mental impairments. Assistive technology may also be considered in order to increase service user independence. For reablement, this would link with the Care Tech offer from the Council where trusted assessors would be employed within the lifeline service, accepting referrals from social work teams and reablement.

3) **Development of De-escalation Rooms:**

   Explore the use of de-escalation rooms equipped with sensory and interactive gadgets to offer residents a safe space for calming and managing stress, thereby reducing the risk of harm and the use of restraints.

4) **Staffing and Training Enhancement:**

   Review current staffing ratios and enhance them to provide sufficient support for residents with high complexities in health and social care, ensuring a safe, supportive, and least restrictive environment. Provide accredited training for staff in Positive Behavioural Support, restraint reduction, and specific clinical skills to meet the diverse needs of residents.

5) **Collaboration with Mental Health Teams:**

Establish a direct link with community mental health and hospital led teams for expert advice and assessments, supporting staff in delivering specialised care.

6) **Cost Analysis and Funding Strategy:**

Conduct a detailed cost analysis for the setup and operation of immersive therapy, assistive technology, and de-escalation rooms, and together with BCP, develop a funding strategy to cover these investments.

7) **Regulatory Compliance and Best Practice Governance:**

Ensure our provision fulfils and follows CQC guidance, and evidence that best practice is used to promote the delivery of high-quality care. A definition of High-Quality Care, which Tricuro will be focused on throughout this strategy, is to shift the focus from 'tasks and processes' to the positive impact of these on service users. Success will be achieved once individual outcomes are evidenced, primarily but not exclusively, by the satisfaction levels of service users and their carers, their experiences in the service and the positive impact on their wellbeing.

Actions/Outcomes:

- **Implementation of Immersive Therapy:**

  By Q3 (December 2024), initiate immersive therapy sessions and measure the impact on resident well-being.

- **Launch of Assistive Technology:**

  By Q3 (December 2024), deploy assistive technology solutions in the care setting and begin training staff on their use.

- **De-escalation Room Completion:**

  By Q4 (March 2025), complete the setup of de-escalation rooms and integrate their use into care plans for eligible residents.

- **Mental Health Support Protocol:**

  By Q3 (December 2024), establish a protocol for regular and ad-hoc support from mental health teams.

- **Budget Approval:**

    By Q1 (June 2024), achieve approval for the budget covering new service enhancements and begin procurement of necessary resources.

Tricuro aims to significantly enhance its regulated service offerings, incorporating advanced care approaches to better meet the complex needs of residents. This will position Tricuro as a leading provider for the local area, that prioritises innovative, personalised, and effective care, aligning with BCP Council's strategic vision for strength-based and person-centered services.

Objective 6: Quality Assurance

Tricuro will ensure that all staff and services are adhering to the Care Act 2014 which will not only demonstrate knowledge and understanding, but also enhance and ensure that the level of care and support people receive is right for them.

Our approach will be to continue to work closely with our respective Council commissioning teams and health colleagues to ensure that the support that people require is provided in the most appropriate way, and to the highest level of quality.

Key Aims:

The following strategic intentions are geared towards the development and subsequent embedding of our new Quality Assurance Framework:

- **Approach to Care:**
  Adopt a strength-based approach in care and support planning, consistent with the Care Act 2014, to deliver high-quality care that focuses on the abilities and aspirations of individuals.
- **Person-Centred Practice:**
  Position service users at the core of all planning and decision-making processes, promoting independence and empowerment, and encouraging co-production in developing their care plans.
- **Continuous Quality Improvement:**
  Establish monitoring of performance and assurance processes to consistently elevate the quality of care, integrating feedback from service users, families, and carers into service enhancement initiatives.
- **Learning and Development Culture:**
  Foster a culture within the organisation that values continuous learning and improvement, ensuring that Tricuro remains adaptive and responsive to emerging care needs and standards.
- **Outstanding Leadership Aspiration:**
  Strive to achieve an 'outstanding' rating in the CQC 'well-led' framework across the company by implementing best practices in leadership and management.
- **Review and Learning Mechanisms:**
  Conduct regular team reviews, updating on key issues and creating opportunities for shared learning and development.

Actions/Outcomes:

- **Investment in Staff Development:**

  By Q3 (December 2024), enhance staff competencies through targeted training, ensuring new knowledge is effectively applied in practice.

- **Performance Transparency:**

  By Q3 (December 2024), ensure service managers are disseminating monthly key performance indicators to their teams, fostering a collaborative environment for service improvement. Managers will cascade learning to all members of their teams.

- **Promotion of Reflective Practice:**

  Establish a culture of reflective practice by Q4 (March 2025), where staff are encouraged to analyse and learn from incidents to prevent future occurrences.

- **Engagement in Service Design:**

  By Q1 (June 2024), empower managers and staff to actively participate in the design and evolution of their services, addressing community and healthcare system needs.

- **Training and Competency Assurance:**

  Achieve ongoing and full compliance with monthly learning and development across all services by Q4 (March 2025), maintaining staff readiness and competency.

- **Quality Assurance Framework Review:**

  By Q2 (September 2024), refine and disseminate a comprehensive quality assurance framework that is understood and implemented by all staff.

- **Quality Assurance Forums Establishment:** Initiate quarterly quality assurance forums by Q3 (December 2024), creating a platform for sharing best practices and updates on health and social care policies and procedures.

- **Monthly Dashboard Analysis:** By Q2 (September 2024), introduce a monthly dashboard for operational data, highlighting trends in safeguarding, accidents, and incidents to inform proactive strategies for care improvement.

Through these strategies and outcomes, Tricuro will uphold the highest standards of care quality, foster a resilient workforce capable of delivering outstanding service, and ensure our practices reflect the latest in care excellence and regulatory compliance.

Objective 7: Digital Transformation

Tricuro is stepping up its 'Digital First' approach to meet our community's growing needs and use of digital technology. We're expanding our use of digital tools to make our work more efficient and, more importantly, to improve the lives of the people we support. It's crucial that everyone, especially our service users and their carers, can use technology. This goal will help Tricuro move towards a future where using digital technology is a key part of how we provide care.

Key Aims:

1. Strategic IT Partnerships

Tricuro will work closely with universities, IT experts, and especially our partners at BCP Local Authority to develop new digital systems tailored for social care. These partnerships will focus on creating cutting-edge solutions like telehealth care to improve service delivery. The goal is to ensure that these technological advancements directly benefit our care services, making them more efficient and responsive.

2. Care Certificate Training Programme

We will enhance the Care Certificate by adding digital literacy and digital care delivery modules. This initiative will equip our staff with the necessary skills to effectively use digital tools in their daily work. By focusing on digital education, our teams will be better prepared to meet the challenges of modern care delivery.

3. Assistive/Smart Tech

In collaboration with Arts University Bournemouth and other strategic partners, Tricuro will explore and support projects involving assistive and smart technologies. These projects aim to find innovative ways to support our service users through technology. Our goal is to implement practical tech solutions that improve the independence and quality of life for those we care for.

4. Expand Remote Sessions Offer

Tricuro plans to grow our offerings of remote sessions, providing more digital services and interactions for our service users. This effort will make our services more accessible to those who cannot attend in person. Remote sessions will range from health consultations to social activities, all designed to keep our community connected and supported.

5. Digital Champions

We will establish a team of Digital Champions within Tricuro, staff members who are specially trained to support others in using technology. These champions will help both staff and service users become more confident and competent in navigating digital platforms. Their role will be crucial in fostering a digitally inclusive environment within our services.

6. Digital Parity with SEN Education for LD Day Services

Our aim is to achieve digital parity with Special Educational Needs (SEN) education for Learning Disabilities (LD) Day Services. This means ensuring that our LD Day Services have access to the same level of digital resources and support as those provided in SEN education. This initiative will help bridge the gap and offer more engaging and effective learning experiences.

7. 360 Video/Person-Centered Content Creation (PCCC)

We plan to introduce 360 Video and Person-Centered Content Creation to provide immersive and tailored content for our service users. This approach will allow us to create unique experiences that are specifically designed to meet the individual needs and preferences of those we support. It's a step towards more personalised and engaging care options.

8. Digital Reablement

Tricuro will explore best practices in digital reablement, working with tech partners to develop and test new technologies. This initiative will be aligned with our reablement transformation efforts, aiming to enhance the independence of our service users through innovative tech solutions. Pilot projects will be launched to assess the effectiveness of these technologies in supporting reablement goals.

9. AI for Administrative Efficiency

The exploration of Artificial Intelligence (AI) will focus on enhancing administrative efficiency, market research, and automating data analytics. By leveraging AI, Tricuro aims to streamline operations, reduce manual tasks, and provide more accurate and timely insights for decision-making. This will free up staff time for direct care activities and improve overall service efficiency.

10. Data, Analytics, and Intelligence

Actions/Outcomes:

1. Strategic IT Partnerships

Form partnerships with local universities or IT firms by Q2 (September 2024). Launch and test one telehealth project by Q4 (March 2025) to improve access to healthcare.

2. Care Certificate Training Programme

Integrate digital literacy modules into the Care Certificate training for all staff by Q2 (September 2024). Achieve and maintain a 95% completion rate among staff for the new digital modules by Q4 (March 2025).

3. Assistive/Smart Tech

Launch a pilot project with Arts University Bournemouth on assistive technology by Q3 (December 2024). Evaluate its impact and prepare for wider implementation across services by Q4 (March 2025).

4. Expand Remote Sessions Offer

Double the number of remote session offerings by Q2 (September 2024). Monitor and adapt the sessions based on participation rates and user feedback, aiming for further expansion by Q4 (March 2025).

5. Digital Champions

Identify and train a team of 10 Digital Champions across Tricuro services by Q2 (September 2024). These champions will support staff and service users in improving their digital skills starting from Q4 (March 2025).

6. Digital Parity with SEN Education for LD Day Services

Conduct a gap analysis compared to SEN education standards and assess current digital resources in LD Day Services by Q3 (December 2024). Implement necessary digital enhancements to achieve parity by Q4 (March 2025).

7. 360 Video/Person-Centered Content Creation (PCCC)

Develop and test a 360-video pilot project tailored for service user needs by Q3 (December 2024). Review feedback and consider expansion of PCCC across other services by the end of Q4 (March 2025).

8. Digital Reablement

Collaborate with technology partners to identify digital reablement tools by Q3 (December 2024). Evaluate pilot outcomes and plan for broader application in reablement services by Q4 (March 2025).

9. AI for Administrative Efficiency

Begin a project to identify administrative tasks for AI application by Q2 (September 2024). Implement AI solutions in at least one administrative area to reduce manual workload by Q4 (March 2025).

10. Operational Efficiency

By Q3 (December 2024), we wish to see an increased compliance in care recording and care outcomes by using our digital care planning system. Whilst ensuring Quality Assurance Audits are fully embedded.

By improving our digital skills and getting service users more involved, Tricuro plans to reach a new level of digitalised adult social care. We want to be welcoming, quick to respond, and ready to meet the changing needs of a world that's quickly becoming more digitally enabled.

Objective 8: Risk Management and Governance

Tricuro aims to establish a risk management framework and enhance board governance. This goal aligns with the necessity to adhere to the latest regulations and best practices in the adult social care sector, ensuring that Tricuro operates with the highest standards of accountability and foresight.

Key Aims:

1) **Developing a Comprehensive Board Assurance Framework, Risk Register and Mitigation Plan:**

   This involves identifying potential risks for Tricuro across operations, finance, compliance, workforce, and strategy. The plan will detail measures to mitigate these risks, ensuring that Tricuro is prepared for various contingencies.

2) **Conducting Board Training and Governance Reviews:**

   Strengthening governance is required for effective oversight and strategic direction. This will involve training and developing board members on the latest governance practices, ensuring they are well-equipped to provide effective oversight. Regular governance reviews will ensure that Tricuro's board operations remain transparent, responsible, and aligned with current best practices and legal requirements.

Actions/Outcomes:

- **Board Assurance Framework, Risk Register and Review:**

  The target is to review our set of risk registers and initiate quarterly risk reviews in support of the Board Assurance Framework by the end of Q1 (June 2024). This outcome will establish a baseline for risk management and enable continuous monitoring and updating of risk strategies.

- **Board Governance Review and Development:**

  By the end of Q3 (September 2024), the aim is to complete a thorough board governance review and implement necessary development programmes for board members. This step will ensure that the board is fully informed, compliant with current regulations, and effective in its governance role.

By focusing on these areas, Tricuro will not only strengthen its internal controls and governance but also build resilience against potential risks. This will contribute to the long-

term stability and credibility of the organisation, enhancing its capacity to deliver high-quality care and support services.

Mid to Long-Term Operational Objectives (2-5 years)

Following on from Year 1, in the mid to long-term span of 2-5 years, Tricuro will align to BCP Council's longer term strategic commissioning objectives. The vision revolves around growth and development, ensuring sustainability and expansion in a rapidly changing and evolving adult social care sector. Focus will be on adapting our service offer to demographic and market demands within the BCP area, leveraging technology, and continuously enhancing the service model to ensure quality is maintained.

The mid to long term objectives are required to address a number of operational challenges and opportunities, these include:

- **Expanding Service Offerings:**

  The demographic shift towards an aging population presents an opportunity for Tricuro to expand its service offerings, particularly for those people with dementia, complex long-term conditions and marginalised groups. People now stay in their own home for longer, therefore developing more complex needs by the time they enter a day opportunity or regulated service.

- **Aligning with Regulatory Changes:**

  Tricuro's alignment with the integrated care model positions it well to collaborate with ICS. This could involve forming strategic partnerships with healthcare providers and local authorities to create a cohesive care system.

- **Workforce Development:**

  Investing in workforce development is critical to address recruitment and retention challenges. Tricuro's emphasis on staff training, career progression opportunities, and well-being initiatives will be crucial in building a resilient and skilled workforce.

- **Addressing the Digital Divide:**

  While technological advancements offer opportunities for innovation and efficiency, there's a risk of widening the digital divide among older people and those with a disability. Tricuro can support on this by enhancing digital inclusion initiatives and tailoring technology solutions to meet diverse service user needs.

- **Financial Sustainability:**

  In a financially constrained environment, Tricuro will investigate ways to make cost savings and efficiencies, to ensure our service contract with BCP Council provides value for money alongside our high standards of care.

The UK adult social care market presents a complex array of challenges and opportunities. Tricuro's strategic focus on digital transformation, regulatory alignment, service diversification, financial sustainability, and workforce development positions is to navigate these challenges effectively and capitalise on emerging opportunities. The company's ability and agility to adapt to the evolving market landscape will be key to its success in delivering high-quality, sustainable care services.

Objective 1: Operational Excellence:

By expanding our reablement services, developing community hubs, and integrating advanced healthcare roles, we're hoping to set a new standard for comprehensive and multidisciplinary care. These strategic actions are designed to improve the lives of those in the BCP community, making care more accessible and tailored to individual needs.

Key Aims:

1. **Dual Registration of Services:**

   Tricuro's commitment to comprehensive care will see the dual registration of nursing into Coastal Lodge, integrating critical healthcare roles across all service areas to provide a multidisciplinary approach to care.

2. **Outreach Community Hub Development:**

   The establishment of community hubs whereby partners and communities are invited to visit and participate at any time, aiming to enhance integration, utilising university partnerships and community mapping for a unified care system.

3. **Reablement Service Expansion:**

   Reablement services will be broadened to include an extensive array of healthcare professionals, moving towards a proactive provision model, based in our Hubs, to better serve the BCP community. This will also see individual, specific strategy developed for preventative services and extra care.

4. **Day Opportunities Innovation:**

   The introduction of external multidisciplinary teams being available from our community hubs will be pivotal, this may include GP screening or other Health services that have access to our community hubs to assess and screen individuals. Tricuro also aspire to have bespoke and specialist services embedded into hubs such as Occupational Therapists and dementia leads. This links to operational strategy which is about keeping people at home for longer and the ICS.

5. **Catering Service Development:**

   Culinary skills and meal provision will be bolstered through new kitchen projects, leading to the launch of a community café employing individuals trained through Tricuro's employment support programmes.

Implementation Plan:

Year 2:

- **Dual Registration:**

  Focus will be on achieving dual registration by actively coordinating with healthcare professionals and regulatory bodies to ensure comprehensive care integration at Coastal Lodge.

- **Preparation for Community and Day Opportunities Growth:**

  Initiate planning and collaboration with local authorities and educational institutions to lay the groundwork for outreach community arms. Begin developing the training curriculum for the Day Opportunities team that will support day opportunities growth.

Years 3-4:

- **Continued Community Development:**

  Launch outreach community arms, integrating them with existing local Hubs to facilitate greater community integration. This will involve significant collaboration with local authorities, educational institutions, and community organisations.

- **Day Opportunities Growth:**

  Officially form and foster relationships with external health or social care partners so they can embed into hubs and start assessments and screenings for people within services. Begin to explore the expansion of day opportunities to include more comprehensive services and holiday provisions for children with Learning Disabilities. Start the implementation of the befriending pathway to enhance social inclusion.

- **Catering Development:**

  Kickstart the kitchen project with a focus on training staff, improving meal provision, and laying the foundation for the future community café.

Year 5:

- **Reablement Service Expansion:**

  The reablement services expansion will be fully implemented, including a broader team of healthcare professionals and established protocols for crisis response.

- **Completion of Day Opportunities and Catering Initiatives:**

  Complete the expansion of day opportunities to support young individuals transitioning from school and finalise the establishment of holiday provisions. Open the community café, employing individuals who have completed Tricuro's employment support programmes, thereby fostering community integration, and providing practical work experiences.

Expected Outcomes:

1. **Comprehensive and Integrated Care:**

   A seamless care experience for service users, characterised by a wide range of healthcare professionals working in unison across all Tricuro services.

2. **Enhanced Community Integration:**

   Stronger links with local communities and health systems, ensuring service users have access to a holistic suite of services.

3. **Responsive and Inclusive Reablement Services:**

   A reablement service that promptly responds to crisis situations and supports a broader segment of the BCP community.

4. **Broadened Day Opportunities:**

   A more inclusive range of services that cater to the needs of young individuals and families, fostering community engagement and support.

5. **Community Catering Services:**

   A sustainable, training-focused kitchen project that culminates in a community café, providing employment opportunities for service users.

Monitoring and Evaluation:

1. **Regular Assessments:**

   Continuous monitoring of the dual registration process, signposting from GP services and 'in-reach' into the community, and the integration of healthcare professionals within Tricuro reablement services.

2. **Direct Feedback:**

   Implement stakeholder surveys and feedback channels to assess the effectiveness of day opportunities and catering initiatives.

3. **Performance Metrics:**

   Continue, with our BCP Council partners, to utilise KPIs related to service integration, user satisfaction, and the successful recruitment and training of staff for new kitchen projects and day opportunities programmes.

4. **Review and Adjust:**

   Quarterly strategic reviews to evaluate progress against outcomes, with adjustments made as necessary to align with Tricuro and BCP's evolving strategic vision and community needs.

Risk Management and Contingency Planning:

- **Dual Registration of Services**
  Addresses Service Delivery Risks by ensuring a multidisciplinary approach to care, which mitigates risks related to regulatory changes and service disruption. This supports Tricuro with their continued response to the differing needs of BCP and their service user base.
- **Outreach Community Hub Development and Reablement Service Expansion**
  These plans are proactive measures against Financial Risks and Health and Safety Risks, as they aim to create more integrated and financially efficient service models that can adapt to economic downturns and health and social care related challenges.
- **Day Opportunities Innovation**
  This incorporates strategies to mitigate Technological Risks through the introduction of a Day Opportunities team, ensuring that services remain adaptable and responsive to technological advancements and challenges.

Objective 2: Growth and Development Vision:

In the mid to long-term, Tricuro aspires to enhance its impact within the community by diversifying its service offerings. The aim is to cater to a broader range of community needs, including services for marginalised and those people with complex long-term conditions, dementia, and marginalised groups. This diversification will be underpinned by innovation in care approaches, ensuring that services are not only comprehensive but also cutting-edge and reflective of best practices in adult social care.

Key Aims:

- **Specialised Services Development**:
  Identify and develop specialised programmes tailored to the needs of marginalised groups such as individuals with complex disabilities, mental health issues, and older people with unique care needs. This could involve creating dedicated teams or units within existing facilities or establishing new services altogether.
- **Innovative Care Approaches:**
  Leverage emerging trends and innovations in social care, including the use of assistive technologies, therapeutic interventions, and holistic care models that integrate physical, mental, and social well-being.
- **Community Needs Assessment:**
  Conduct regular assessments to identify gaps in service provision within the community. This will involve engaging with service users, families, local health and social care providers, and community groups to gather insights and feedback.
- **Collaboration for Service Development:**
  Work closely with local health bodies, educational institutions, and voluntary organisations to co-design services that are both innovative and responsive to the evolving needs of the community.

Implementation Plan:

- **Year 2:** Focus on research and community engagement to identify service gaps and innovative care models. Begin the development of specialised services for identified groups.

- **Year 3-4:** Implement pilot projects for innovative care approaches, evaluate their effectiveness, and refine based on feedback and outcomes.

- **Year 5:** Fully embed successful pilots into Tricuro's standard service offerings and establish a framework for continuous innovation in service delivery.

Expected Actions/Outcomes:

- A broader range of services that meet the diverse needs of the community.
- Enhanced service quality through the adoption of innovative care approaches.
- Improved accessibility and outcomes for marginalised groups.
- Recognition of Tricuro as a leader in innovative and inclusive adult social care.
- By diversifying and innovating its services, Tricuro will not only expand its reach and impact but also contribute to the overall enhancement of adult social care standards in the community.

Monitoring and Evaluation:

- Regular review of service uptake and service user satisfaction metrics.
- Evaluation of the impact of innovative practices through service user outcomes and staff feedback.
- Ongoing adjustments based on emerging trends and community needs.

Risk Management and Contingency Planning:

- The emphasis on **Specialised Services Development and Innovative Care Approaches** directly addresses Reputation and Compliance Risks, positioning Tricuro as a leader in innovative care and ensuring adherence to legal and ethical standards.
- **Community Needs Assessment and Collaboration for Service Development** serve as foundational strategies for Risk Mitigation, particularly in identifying and addressing potential service delivery risks and fostering partnerships that enhance the organisation's capacity to respond to community needs and regulatory changes.

Objective 3: Community Engagement and Partnerships:

In its medium to long-term goals, Tricuro aims to significantly enhance its community engagement and forge strategic partnerships. This initiative focuses on creating a cohesive care ecosystem by collaborating with local authorities, healthcare providers, and voluntary organisations. The objective is to establish a network of support that enhances the quality of life for service users and fosters a sense of community involvement.

Key Aims:

- **Service User Involvement:**

  Actively involve service users in the planning and implementation of services to ensure they are tailored to their needs and preferences.

- **Local Collaboration:**

  Work closely with local healthcare providers, authorities, and community groups to develop integrated care models. This includes sharing resources, expertise, and information to better serve the community's needs.

- **Partnership Development:**

  Identify and establish partnerships with key organisations, including non-profits, educational institutions, and private sector entities, to broaden the scope of services and resources available to service users.

- **Community-Based Initiatives:**

  Launch initiatives that encourage community involvement in social care, such as volunteer programmes, community events, and awareness campaigns.

Implementation Plan:

- **Year 2:** Identify potential partners and begin establishing formal collaborations. Launch initial community-based initiatives and start involving service users in service planning.

- **Year 3-4:** Strengthen existing partnerships and explore new collaboration opportunities. Expand community-based initiatives and evaluate their impact on service delivery and service user satisfaction.

- **Year 5:** Achieve a well-established network of partnerships and a community engagement programme that actively contributes to service development and delivery.

Expected Actions/Outcomes:

- A more integrated and holistic approach to adult social care, with shared responsibilities and resources across organisations.

- Enhanced service quality and service user satisfaction through community-driven initiatives and services.

- Increased community awareness and involvement in adult social care issues and solutions.

Monitoring and Evaluation:

- Regular reviews of partnership agreements and their effectiveness in achieving shared goals.

- Feedback from service users, carers, families, and community members on the impact of community engagement initiatives.

- Tracking and analysis of community involvement metrics, such as volunteer numbers and participation in events.

Risk Management and Contingency Planning:

- The strategic focus on **Local Collaboration and Partnership Development** is crucial for managing Reputation and Compliance Risks, as well as Service Delivery Risks, by building a strong network of support and ensuring services are aligned with community needs and regulatory standards.
- **Community-Based Initiatives and Service User Involvement** are essential for Risk Mitigation strategies, particularly in addressing potential risks related to community health and safety and ensuring services are person centred and compliant with health regulations.

Objective 4: Technology Integration and Digital Transformation:

Building on its initial digital initiatives, Tricuro's mid to long-term strategy involves a integration of advanced technologies across all service areas. This transformation aims to enhance operational efficiency, service user engagement, and overall service quality.

Key Aims:

- **Advanced Technology Adoption:**

  Implement cutting-edge technologies such as AI-driven analytics, remote monitoring systems, and virtual reality therapies. These technologies will support more personalised care plans and enable proactive health management.

- **Digital Training and Upskilling:**

  Develop a continuous learning culture within Tricuro, focusing on digital literacy and technology adoption among staff. This includes regular training sessions, workshops, and the provision of online learning resources.

- **Person Centred Digital Services:**

  Design and offer digital services that cater to the specific needs of service users, such as telehealth consultations, online support groups, and digital recreational activities, enhancing the accessibility and flexibility of care.

- **Intelligence-Driven Decision Making:**

  Utilise data analytics to inform decision-making processes, improve service planning, and ensure resource allocation is both effective and efficient.

Implementation Plan:

- **Year 2:** Identify and pilot select advanced technologies in specific service areas. Initiate staff digital literacy programmes and begin the rollout of person-centred digital services.

- **Year 3-4:** Evaluate pilot outcomes and expand the use of successful technologies across all service areas. Enhance data analytics capabilities for better decision-making and service optimisation.

- **Year 5:** Achieve full integration of digital solutions within Tricuro's operations, with continuous updates and improvements based on technological advancements and service user feedback.

Expected Actions/Outcomes:

- Improved operational efficiency through automated processes and better resource management.

- Enhanced service user engagement and satisfaction through accessible and personalised digital services.

- Empowered staff with improved digital skills and capabilities.

- Data-driven insights for continuous service improvement and innovation.

Monitoring and Evaluation:

- **Regular assessment** of technology adoption rates and its impact on service efficiency.

- Service user, carer, and staff **feedback surveys** to gauge the effectiveness and acceptance of digital services.

- **Analysis of performance data** to track improvements in service delivery and service user outcomes.

Risk Management and Contingency Planning:

- **Advanced Technology Development** and **Digital Training** and Upskilling address Technological Risks by ensuring that the workforce is proficient in new technologies, which enhances service quality and data security.
- The development of **Person-Centred Digital Services** and **Intelligence-Driven Decision Making** are key to mitigating Financial Risks and Service Delivery Risks, enabling Tricuro to offer flexible, efficient, and responsive care services that are aligned with user needs and expectations.

Objective 5: Development of Extra Housing Offer:

The below vision for the development of extra care aligns with both BCP Council and NHS Dorset CCG's vision for commissioning this type of provision. It aims to enhance the quality of life for older and vulnerable populations. This plan builds upon a comprehensive review of extra-care provision, focusing on developing vibrant communities where individuals can live independently and safely.

Key Aims

- **Enhanced Care Provision:**

  Tricuro will review their supported living provision, researching, and then developing best-practice models across their current extra care estate. This will meet a diverse range of needs, promoting independence and well-being for those accessing this service type.

- **Community Integration:**

  Develop OT-led community hubs that offer regulated services, integrating with Day Opportunities, where possible, to provide holistic care.

- **Technology and Accessibility:**

  Implement a 'Digital First' strategy, ensuring services are modern, leveraging technology to improve person-centred care delivery and accessibility for those benefiting from this service type.

- **Support for Carers:**

  Value and support carers by providing them with resources and services that enable them to care for their loved ones effectively.

Implementation Plan

- **Year 1:** Immediate focus on aligning with BCP's vision by integrating Day Opportunities into community hubs and adopting digital strategies.

- **Within 2-3 years:** establish dual registration for nursing services and develop outreach community arms for better service integration.

- **Over the next 4-5 years:** significantly expand extra-care housing provision to meet the target number of units, ensuring comprehensive care across all service areas.

Expected Outcome

- **Comprehensive Care:** A seamless integration of health, social, and community services, providing a supportive environment for independent living.

- **Diverse Community Support:** Enhanced support for all age groups, including older people, those with disabilities, and mental health conditions.

- **Technological Advancement:** Improved care delivery and accessibility through advanced technology, promoting independence and well-being.

Monitoring and Evaluation

- **Performance Metrics:** Utilise Key Performance Indicators (KPIs) to assess progress towards goals, including the integration of services, client satisfaction, and digital adoption.

- **Stakeholder Feedback:** Conduct regular surveys and feedback sessions with clients, carers, and community partners to gauge the effectiveness of strategies and identify areas for improvement.

- **Regular Reviews:** Implement annual strategic reviews to evaluate outcomes, adapt strategies, and ensure alignment with evolving community needs and national standards.

Risk Management and Contingency Planning

- **Risk Assessment:** Identify potential risks related to service delivery, financial stability, technology implementation, and regulatory compliance.

- **Mitigation Strategies:** Develop comprehensive training programmes, financial monitoring plans, IT security protocols, and health and safety guidelines to address identified risks.

- **Contingency Measures:** Establish service continuity plans, financial reserves, technology backup systems, and a crisis management team to ensure operational resilience.

Sustainability and Expansion

Objective 1: Investment in Workforce Development

A Key Aim for Tricuro's sustainability and expansion is the continuous investment in workforce development. This approach aims to cultivate a skilled and motivated workforce capable of delivering high-quality care that meets evolving needs and standards.

Key Aims:

- **Comprehensive Training Programmes:**

  Tricuro to continue its ongoing training and development programmes for all staff levels, focusing on both technical skills and soft skills which follow best practice guidelines and updates.

- **Career Pathways:**

  Establish clear career pathways within the organisation, offering progression opportunities that align with individual aspirations and organisational needs.

- **Staff Engagement and Feedback:**

  Regularly engage with staff to gather insights and feedback on training needs and workplace satisfaction, ensuring alignment with staff expectations and organisational goals.

Implementation Plan:

- **Year 2:** Develop and launch new training modules, focusing on emerging care techniques and soft skills. Initiate staff engagement surveys to identify areas for improvement in workforce development.

- **Year 3-4:** Evaluate the impact of training programmes on service quality and staff retention. Adjust training modules as needed and explore advanced and innovative training opportunities, including leadership development programmes.

- **Year 5:** Establish Tricuro as an employer of choice in the sector, recognised for its commitment to staff development and career progression.

Expected Actions/Outcomes:

- Enhanced staff capability to deliver high-quality, person-centered care.

- Improved staff retention and job satisfaction.

- Recognition as a leading employer in the local adult social care sector.

Objective 2: Adopting a Person-Centred Approach

Adopting a person-centred approach is central to Tricuro's expansion and sustainability. This strategy emphasises personalised care, tailoring services to individual needs to enhance service user satisfaction and outcomes.

Key Aims:

- **Personalised Care Plans:**

  Develop individualised, strength-based care plans that are regularly reviewed and updated to reflect the changing needs and preferences of service users.

- **Service User and Carer Feedback:**

  Implement effective feedback mechanisms to gather service user insights, adapting and tailoring services accordingly.

- **Service Innovation:**

  Introduce new services and care models based on service user needs and preferences, ensuring a diverse range of options that cater to different service user groups.

Implementation Plan:

- **Year 2:** Roll out new feedback systems and start the development of more personalised care plans. Begin piloting innovative service models based on service user feedback.

- **Year 3-4:** Analyse feedback and service outcomes to refine care models. Expand the range of personalised services available to service users.

- **Year 5:** Achieve a reputation for person-centred care, with a diverse range of personalised services meeting the needs of various service user groups.

Expected Actions/Outcomes:

- Increased service user satisfaction and better health outcomes.

- Stronger service user loyalty and engagement with Tricuro services.

- Enhanced reputation as a provider of choice for personalised adult social care.

Objective 3: Expanding Services and Exploring Markets

Tricuro is committed to broadening its impact and service offerings beyond its current operational boundaries, aligning closely with BCP Council's strategic commissioning intentions. This objective focuses on exploring new territories and markets within the BCP area, potentially including the private sector, to extend our care and support services. By doing so, Tricuro aims to meet the growing and diverse needs of our community, ensuring accessible, high-quality care for all.

Key Aims:

1. **Market Research and Identification of New Areas:**

*   Conduct comprehensive market research to pinpoint new geographic areas and markets, including the private sector, for service expansion. This research will consider demographic changes, emerging care needs, and opportunities for Tricuro to offer unique services not currently available in these areas.

*   This effort will help Tricuro understand the landscape of potential clients and tailor services to meet the specific needs of different populations, including private clients looking for specialised care options.

2. **Collaboration with BCP Council and Strategic Partnerships:**

*   Strengthen our partnership with BCP Council to explore opportunities for joint ventures or collaborations that support geographic and market expansion. This includes discussions around co-investing in new sites or services that benefit both public and private sector clients.

*   Form strategic partnerships with other healthcare providers, local businesses, and community organisations to enhance Tricuro's service offerings and reach. These partnerships could provide a gateway to entering the private market by offering specialised services that appeal to private clients.

3. **Estate Management:**
*   **Estate Efficiency and Sustainability:** Assess and enhance the efficiency of current facilities to ensure they support our service delivery in an economically and environmentally sustainable manner. This will involve reviewing the suitability of existing buildings, their location, and their capacity to support our services now and in the future.

- **Strategic Estate Development:** Explore opportunities for the development and refurbishment of existing sites in partnership with BCP Council. This will support the expansion of our services into new areas, ensuring that infrastructure keeps pace with our strategic goals.

Implementation Plan:

Year 1 (April 2024 - March 2025):

- **Q1 (April - June 2024):** Launch comprehensive market research to pinpoint new areas for expansion within the BCP area, focusing on demographic shifts and community needs unaddressed by current services.

- **Q2 (July - September 2024)**: Tricuro will start discussions with BCP Council to explore opportunities for joint ventures and partnerships. This period will also see us conducting a joint review of our current leased estate with BCP Council, aiming to identify opportunities that align with our service delivery objectives.

Years 2-3 (April 2025 - March 2027):

- Select locations based on the feasibility study and initiate detailed planning for projects. This phase involves securing agreements with BCP Council and finalising partnership models.

- Implement estate strategies, focusing on sustainability, efficiency, and the enhancement of service user experience. Begin projects for the development and refurbishment of current sites, based on the outcomes of feasibility studies, particularly across the Day Opportunity Hubs and Residential sites.

Years 4-5 (April 2027 - March 2029):

- **Year 4:** Evaluate project outcomes, focusing on scalability, impact, and alignment with BCP's strategic aims.

- **Year 5:** Consolidate Tricuro's presence in new geographic areas, ensuring all sites or partnerships are fully integrated into Tricuro's operational framework and delivering a comprehensive range of services. Establish a review mechanism to continuously assess the effectiveness and alignment with strategic objectives.

Expected Actions/Outcomes:

- Broader reach of Tricuro's services, meeting the needs of a larger service user base.

- Enhanced visibility and influence in the adult social care sector.

- Strong partnerships contributing to service diversity and quality.

- Improved sustainability of the buildings Tricuro lease, contributing to cost savings and enhanced service delivery.

- Strengthened partnership with BCP Council, aligning estate management with shared goals for community service provision.

Through these strategies, Tricuro aims to build a sustainable future, marked by quality care, improved buildings, staff excellence, service user satisfaction, and an expanding geographical presence across BCP.

Workforce Priorities

Tricuro prioritises building a skilled and dedicated workforce to ensure the highest standards of care and service. Through targeted recruitment, comprehensive training, and a strong focus on employee well-being and career development, we aim to create a supportive and inclusive environment that values every team member's contribution.

Recruitment Strategies

1. **Targeted Recruitment Campaigns**:

   Implement targeted campaigns to attract skilled professionals, leveraging digital platforms and local community networks. Emphasise Tricuro's commitment to employee development and a positive work culture.

2. **Collaborations with Educational Institutions**:

   Forge partnerships with universities and colleges to create a pipeline of new talent. Offer internships and apprenticeships to students interested in a career in adult social care.

3. **Diversity and Inclusion**:

   Focus on creating a diverse and inclusive workforce, reaching out to underrepresented groups, and ensuring that recruitment processes are equitable and accessible to all.

   To enhance our focus on diversity, inclusion, and equality, Tricuro is committed to developing a comprehensive policy, engaging in inclusive recruitment practices, and implementing regular training and awareness programs. We aim to ensure our services are accessible and equitable, fostering an environment where all employees, service users, and stakeholders feel valued and supported. Through partnerships with community organisations and the monitoring and evaluation of our efforts, we will embed these principles at the core of our operations, driving positive change and enhancing the quality of care.

Training and Development

- **Comprehensive Induction Programmes**: Develop induction programmes for new hires, encompassing Tricuro's values, care standards, and operational procedures.

- **Ongoing Professional Development**: Facilitate continuous learning opportunities, including specialised training for complex care needs, leadership programmes, and digital skills enhancement.

- **Career Progression Paths**: Clearly outline career progression paths within the organisation, allowing employees to see growth opportunities and plan their professional development.

- **Diversity, Inclusion**: We will ensure our training and development programmes are inclusive, offering modules that educate on diversity, equality, and cultural competency, equipping our staff with the knowledge to serve our diverse community respectfully and effectively.

Staff Retention Initiatives

- **Competitive Compensation and Benefits**: Offer competitive salaries and benefits packages, including pension schemes, and overtime pay.

- **Recognition and Reward Programmes**: Implement employee recognition programmes to celebrate outcomes, exceptional performance, and dedication to service user care.

- **Work-Life Balance**: Promote a healthy work-life balance with flexible scheduling options, wellness programmes, and support for mental health.

- **Inclusive Approach:** Our staff retention strategies will include measures to recognise and celebrate the diverse backgrounds of our employees, creating an inclusive workplace where everyone feels they belong, and their contributions are valued.

Employee Well-being

- **Mental Health Support**: Provide access to mental health resources, including counselling services, stress management workshops, and peer support groups.

- **Health and Safety Initiatives**: Ensure a safe working environment with regular health and safety training, ergonomic assessments, and provision of necessary protective equipment.

- **Employee Feedback and Engagement**: Regularly seek employee feedback through surveys, focus groups, and open forums to address concerns and improve the working environment.

- **Inclusivity**: In our efforts to support employee well-being, we will provide resources and support services that cater to the diverse needs of our staff, ensuring accessibility and inclusivity in all well-being initiatives.

Career Progression Pathways

- **Tailored Development Plans**: Work with employees to create personalised development plans, aligning their career goals with organisational needs.

- **Leadership Development**: Identify and nurture potential leaders through mentoring programmes and leadership training.

- **Cross-functional Training**: Offer opportunities for cross-functional training, allowing employees to gain a broader understanding of different roles within the organisation and foster collaborative skills.

- **Opportunity**: Career progression opportunities will be transparent and equitable, ensuring all staff, regardless of their background, have equal access to advancement and professional growth, supporting a culture of diversity and inclusion at every level of the organisation.

The workforce priority plan for Tricuro is designed to attract, develop, and retain a high-calibre workforce, pivotal to delivering exceptional care. By focusing on comprehensive training, staff well-being, career progression, and a culture of inclusion and recognition, Tricuro is committed to empowering its employees and fostering a positive and supportive work environment.

Our Monitoring Approach

Effective monitoring is crucial for the success of Tricuro's strategic plan. It ensures that the organisation stays on track to meet its objectives, allows for timely adjustments, and fosters continuous improvement. This section outlines the methods for tracking progress, measuring success, and engaging stakeholders in the monitoring process.

Methods for Tracking Progress and Measuring Success

1. **Performance Metrics and KPIs**:

   Utilise specific Key Performance Indicators (KPIs) aligned with each objective. These will be monitored regularly to assess progress and measure success. Metrics will include service user satisfaction rates, staff turnover percentages, financial performance, and operational efficiency.

2. **Regular Reporting**:

   Implement a structured reporting system with monthly, quarterly, and annual reports. These reports will provide updates on progress against set targets and will be shared with relevant stakeholders, including the Tricuro board, staff, and BCP Council.

3. **Technology-Enabled Monitoring**:

   Leverage digital tools and software for real-time tracking of various aspects of the operation, including financial metrics, service delivery statistics, and staff performance.

Systems for Regular Review and Adjustment

1. **Strategic Review Meetings**: Conduct regular strategic review meetings involving key stakeholders, to review joint working deliverables where progress is evaluated against the overall plan, and adjustments are made as necessary.

2. **Feedback Loops**: Establish feedback mechanisms involving staff, service users, and other stakeholders to gather insights and identify areas for improvement.

3. **Adaptability to Change**: Maintain flexibility in the plan to adapt to unforeseen changes in the operating environment, including regulatory changes, market shifts, or internal organisational changes.

<u>Feedback and Stakeholder Engagement</u>

1. **Stakeholder Surveys**: Conduct regular surveys with service users, carers/families, staff, and partners to gather feedback on service quality, staff satisfaction, and overall experience with Tricuro.

2. **Stakeholder Meetings and Forums**: Organise periodic meetings and forums with stakeholders to discuss the plan's progress, gather feedback, and foster a collaborative approach to service improvement.

3. **Transparency and Communication**: Ensure transparency in all monitoring and reporting activities. Regularly communicate progress and challenges to stakeholders through newsletters, updates, and annual reports.

The monitoring plan for Tricuro is designed to ensure that all aspects of the strategic plan are continuously evaluated and refined. By utilising a combination of performance metrics, regular reviews, stakeholder feedback, and technology-enabled monitoring, Tricuro can maintain its commitment to excellence in adult social care.