



STRATEGIC BUSINESS PLAN 2024-2029

www.tricuro.co.uk

FOREWORD

This Strategic Business Plan (2024-2029) sets out our ambitious journey towards operational excellence, growth, and innovation, becoming the “Care Provider of Choice” within Bournemouth, Christchurch and Poole. 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.

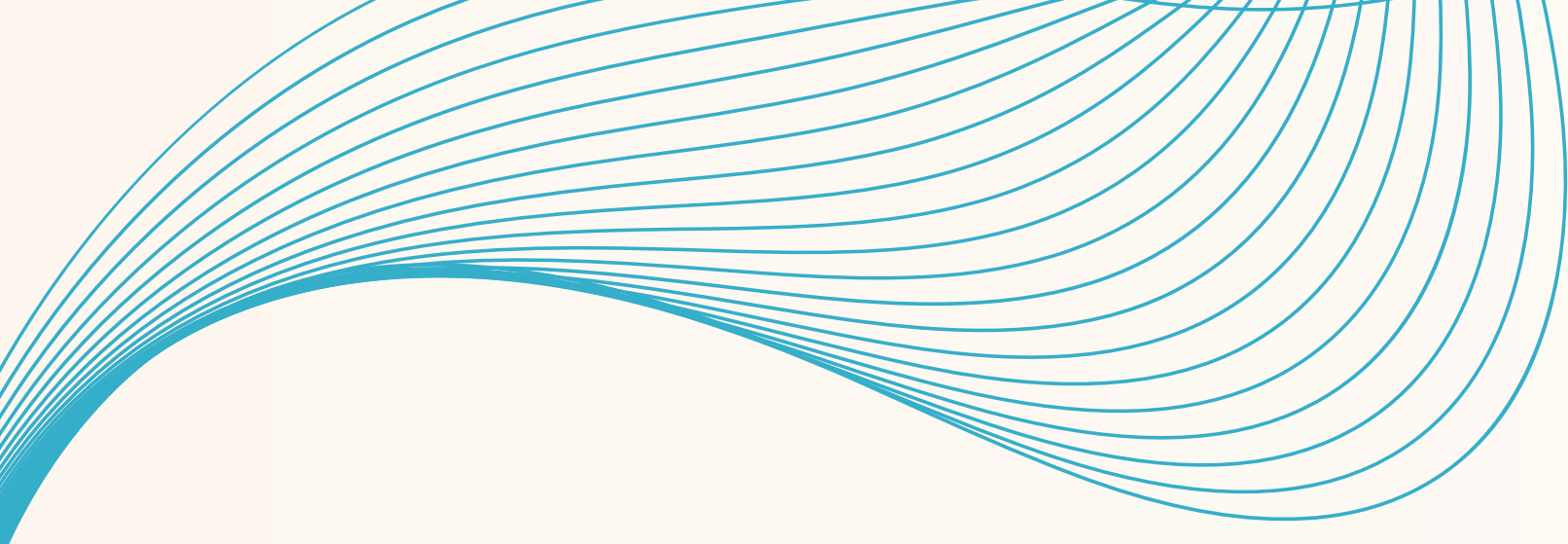


Our values:

- **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.

Within the strategy we set out our corporate objectives/plans which are:

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



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 SHELDRIK
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.

SHORT-TERM OBJECTIVES

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 are outlined below, providing a roadmap for immediate goals and actions to be taken in year 1.





ALIGNING WITH BCP COUNCIL'S VISION

This will be 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.



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.

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.

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.

ENHANCING REGULATED SERVICES



A commitment to exploring immersive therapy, assistive technology, and de-escalation rooms into our care services to 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.

QUALITY ASSURANCE

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





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.



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

YEARS 2 TO 5

- **Reablement**

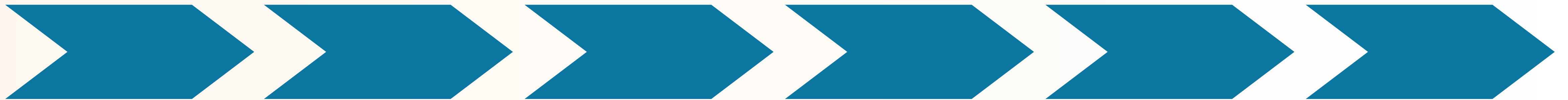
Tricuro aims to expand its offering to work closely with Dorset Healthcare's multi-disciplinary teams which include nurses, therapists, and other specialists as part of the team, thereby enhancing its capability to support the BCP community.

- **Workforce**

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.

- **Monitoring**

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.



- **Dual Registration**

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.

- **Catering Services**

Tricuro 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.

- **Sustainability and Expansion**

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.

MID TO LONG - TERM OPERATIONAL OBJECTIVES

Expanding Service Offerings

Expand Tricuro's 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 the 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.



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