

Review of the Trust Approach to Strategy Documents 2 December 2019

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Agenda Item No: 13.1.1

Trust Board Report

Meeting Date:	2 December 2019
Title:	Review of the Trust approach to Strategy documents
Action Requested:	Consider, approve
For the attention of the Board (note 3)	
Assure	<ul style="list-style-type: none"> A clear agreed approach and direction regarding the production of Strategic documents in the Trust will increase clarity and focus on the main Trust Strategy and Strategic Objectives.
Advise	<ul style="list-style-type: none"> There may be pressure internally and/or externally to re-commence production of more individual Strategy documents. The approach recommended allows for new areas and revisions to be included within the overall Trust approach.
Alert	<ul style="list-style-type: none"> The current multiple, un-joined Strategies can be confusing and contradictory for staff and the public. In general, Strategies that sit alone are not always well maintained or kept up to date.
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Links to Trust Strategic Objectives	<ol style="list-style-type: none"> Create a culture of compassion, safety and quality Proactively seek opportunities to develop our services To have an effective and well integrated local health and care system that operates efficiently Attract, retain and develop our staff, and improve employee engagement
CQC Domains	Safe: Effective: Caring: Responsive: Well-led:
Equality and Diversity Impact	None identified at present.
Risks: BAF/ TRR	None identified at present.
Public or Private:	Public
Other formal bodies involved:	Consultation with Directors, Deputies and Acting Director of Strategy.
NHS Constitution:	<p>In determining this matter, the Board should have regard to the Core principles contained in the Constitution of:</p> <ul style="list-style-type: none"> Equality of treatment and access to services High standards of excellence and professionalism Service user preferences Cross community working Best Value Accountability through local influence and scrutiny

Brief/Executive Report Details

1	<p>Current position</p> <p>The Trust currently has, in addition to the Trust Strategy 2018-2021 and the Strategic Objectives, many other documents titled 'strategy'. These have recently become managed through the Trust-wide Policy Management function. They tend to have a limited life and increasingly poor attention to anniversaries, reporting progress, updates and dis-establishment the longer they are in existence. They also tend to describe actions rather than Strategic direction.</p> <p>A review of the approach to Strategic documents across a number of other high performing NHS Trusts showed that in each case the organisation had a distinct, clear and concise approach to the production and approval of strategic documents.</p>
2	<p>Review of Strategic documents</p> <p>A group led by the Acting Director of Strategy, the Company Secretary, Head of Governance, Deputy Chief Nurse and Deputy Director of Workforce reviewed the Trust position.</p> <p>The Trust has, in addition to the Trust Strategy and Strategic Objectives, circa 23 Strategies (or 'strategy' documents) referring to a wide range of topics, subjects, diseases et al.</p> <p>Recommendation; That the Board revise the Trust approach to Strategies as outlined in this paper.</p>

3 One Trust, One Strategy

For most organisations public and private sector, one main strategic document setting out the strategic direction for the organisation is sufficient to provide a clear direction and concise messages of the organisations Strategic direction. This includes the high level, prospective strategic objectives and aspects require significant investment and/or risk.

Underpinning the Trust Strategy, most organisations have a structure to describe the requirements in wider and greater detail, and then detailed plans to deliver and report change. These tend to fall under 4-5 headings and in some cases are expressed as a 'fit' with the remit of Board Committee structures.

4 Proposal

Type of Document	Number of	Purpose
Trust Strategy	1	To set out the Trust's Strategy, Strategic Objectives and other key enduring themes and values
Enabling Strategies <i>(covers previous topic/area strategies, Enabling Strategies/ Strategic Delivery)</i>	7 <ul style="list-style-type: none"> • People engagement & OD, • Quality & Safety, • Patient engagement*, • Finance & performance • Innovation & Research • Estates* • Digital & IT* 	To set out the strategic approach and actions within each of these areas including the high level aims to be achieved over the life of the Enabling strategy and philosophy of delivery.
Delivery Plans <i>(covers previous Implementation Plans, Delivery Frameworks)</i>	As agreed* e.g. Under People: <ul style="list-style-type: none"> • Attraction and Retention • Engagement • Leadership and OD • Wellbeing • Employee Relations • Education *tbc by relevant Committee of the Board	To set out the detailed objectives/deliverables and detailed philosophy of delivery together with a credible action plan to be monitored through the *relevant board committee.

That the Trust has;

- One Strategy and strategic objectives.
- Seven 'Enabling Strategies';
- Delivery Plans as required to enact the above
- Reporting progress to the relevant Committee of the Board under the Enabling Strategies
- Linkage to the Trust Risk Register and Board Assurance Framework.

5 Cut-over process

If agreed, the proposed implementation would be that;

- Any out of date Strategies are not renewed as stand-alone documents and are instead incorporated in the appropriate Enabling Strategy.
- Any out of date Strategies would then be disestablished and removed.
- Any remaining stand-alone strategies would be reviewed before their due extinction date and incorporated into the appropriate Enabling Strategy as above.
- Any Strategy reviewed and incorporated will be dis-established and removed by October 2020.
- The Trust would agree the future naming convention for future documents of this nature so if a more detailed document underpins the themes in the Enabling Strategy, the resulting detailed implementation document is named the 'Delivery Plan'.
- By October 2020 all pre-existing 'Strategy' documents will have been reviewed and incorporated into the new structure.

6 Remaining issues

In some cases, there is the formulation and agreement to a Strategy that crosses organisational boundaries seeking to bring a cross/multi agency approach to an issue. In such cases, the Trust would be a signatory to those Strategies and the main implications for the Trust included in the relevant Enabling Strategies.

7 Recommendation

The Recommendation of the Working Group is to approve implementation of the recommendations in this paper.

Board Leadership
Balancing.....

Day to day performance, assurance

Aspirations, strategy, challenges, risk appetite

TRUST STRATEGY

ENABLING STRATEGIES

Enabling Strategies

- Enabling Strategies**
- ⇒ Finance & Performance
 - ⇒ People & Engagement
 - ⇒ Quality & safety
 - ⇒ Patient Engagement*
 - ⇒ Innovation & Research
 - ⇒ Estates* &
 - ⇒ Digital*

Delivery Plans

DELIVERY PLANS

- Delivery Plans 'fit'**
- ⇒ **People Engagement**
 - Education
 - Workforce
 - Well-being
 - Organisational Development
 - ⇒ **Innovation**
 - Research
 - ⇒ **Finance & performance**
 - Charity
 - Estates*
 - Digital and IT*
 - Procurement
 - Partnerships
 - ⇒ **Quality & safety**
 - Development
 - Infection Prevention
 - Tissue Viability
 - Mortality
 - Health & Safety
 - Risk Management
 - Dementia
 - Audit
 - Learning Disability
 - End of Life Care
 - Patient Engagement***
- Cross-cutting themes by Director and corresponding NED.*

- Critical check**
- ⇒ Are we doing the right things?
 - ⇒ Are there the benefits we intended?
 - ⇒ Do we need to revised, flex, change?

Verification where required
Evaluation and impact

Monitoring and assurances

Reporting alignment with
Strategy

Aligned with **Board
Committee Structure**

