

TRUST BOARD – 30 JANUARY 2013

TRUST STRATEGY DEVELOPMENT - UPDATE

PURPOSE	To note the progress made, emerging issues to date and initial responses identified. To recommend any further actions to be initiated at this stage, prior to the conclusion of the series of development sessions. To consider the proposed outputs from this series of workshops and note the scheduling of a Board session on 13 February to develop the Trust's refreshed strategic aims prior to further external engagement.
PREVIOUSLY CONSIDERED BY	N/A
Objective(s) to which issue relates *	<input checked="" type="checkbox"/> 1. To improve continuously the quality of all aspects of our services <input checked="" type="checkbox"/> 2. To consolidate acute services for complex or serious conditions onto a single site <input checked="" type="checkbox"/> 3. To work with colleagues in primary care to expand local access to specialist acute services <input checked="" type="checkbox"/> 4. To maintain the pre-eminence of Mount Vernon as a tertiary Cancer Centre, and to provide more cancer care locally
Risk Issues (Quality, safety, financial, HR, legal issues, equality issues)	Key strategic risks are being identified through this process.
Healthcare/ National Policy (includes CQC/Monitor)	Of strategic relevance to all national policy and legislation.
CRR/Board Assurance Framework *	<input type="checkbox"/> Corporate Risk Register <input type="checkbox"/> BAF
ACTION REQUIRED	For approval <input type="checkbox"/> For decision <input type="checkbox"/> For discussion <input checked="" type="checkbox"/> For information <input type="checkbox"/>
DIRECTOR:	Director of Strategic Development
PRESENTED BY:	Director of Strategic Development
AUTHOR:	Director of Business Development & Partnerships
DATE:	24 January 2013

TRUST STRATEGY DEVELOPMENT - UPDATE

1. EXECUTIVE SUMMARY

1.1 This paper provides an update on papers considered by the Board at their last few meetings and provides an overview of the series of 6 development sessions currently underway, each focussed on a specific strategic theme together with a proposed process to develop specific strategic outputs at the end of the current series of workshops.

Outputs from this work will involve the development of strategic objectives for 2013/14 to 2020/15/16 which will drive and focus the organisation to proactively respond to and support the achievement of strategic priorities for the local health economy in ways which are commercially and clinically effective for the Trust.

1.2 The Board is invited to:

- Note the progress made and emerging issues to date
- Note initial responses identified and recommend any further actions to be initiated at this stage, prior to the conclusion of the series of development sessions
- Note that a Board Workshop has been scheduled for 13 February to develop the outputs from this process.

2. BACKGROUND

2.1 The Board has recognised the need to give consideration to the Trust's strategic aims as the organisation moves towards the delivery of acute consolidation in 2014.

2.2 The Board has identified 6 key strategic issues to which the organisation will need to respond:

- Research and development
- Demographics change and public health
- Patient and societal expectations
- The Health Act and changing commissioning landscape
- Workforce
- Efficiency and innovation

2.3 A series of informative and deliberative sessions has been held, commencing in Quarter 2, with a brief to explore these themes up to 2020. Each session has looked at one of the strategic themes in detail and has involved internal and external contributors. Primary objectives for the sessions have focused upon considering potential implications for the Trust and identifying strategic risks and opportunities that they may present, informed by expert external speakers.

2.4 Underpinning the Board's commitment to working in partnership, a range of senior representatives from external organisations have been invited to contribute to these sessions including the East & North Hertfordshire Clinical Commissioning Group,

Bedfordshire Clinical Commissioning Group, Hertfordshire County Council, Central Bedfordshire Council, Healthwatch and Ipsos MORI.

2.5 The outputs from these 6 sessions will be brought together in Quarter 4 and used to inform the development of the Trust's forward year strategic objectives, 2013/14 Operating Plan and strategy implementation plan.

3. SUMMARY OF KEY ISSUES IDENTIFIED TO DATE

3.1 Five of the six sessions planned have now taken place. The final session, on Innovation and Efficiency has been scheduled for the morning of the Board's January 2013 meeting.

3.2 Appendix 1 (attached) summarises key issues and opportunities identified by Board members during the sessions which have taken place to date. Executive leads are identified for initial responses which are in progress.

4. DEVELOPMENT OF STRATEGIC OUTPUTS

4.1 The outputs from this piece of work are intended to inform future versions of the IBP and will result in :

- A review and refresh of the Trust's strategic aims
- The Board Assurance framework
- The Trust Operating Plan
- Review and development of existing key strategies to reflect any additional requirements to deliver the Trust's strategic aims
- Development of a Trust Strategy Implementation Plan to facilitate understanding and the reporting of progress towards achievement of the strategic aims.

4.2 The Trust's commitment to engagement and partnership working will be reinforced by further opportunities for key external, partners to contribute to both an executive assessment of the consequences of strategic issues for the Trust and the development of the Trust's strategic aims.

4.3 The process to derive these outputs from the series of workshops was agreed by the Board at their meeting in December and is attached as Appendix 2.

4.4 Key dates for the concluding phase of this process are:

Early February	Divisional Executive Committee – situation assessment
13 February	Board workshop (externally facilitated)
27 February	Board consideration of draft strategic aims
Early March	External engagement – key stakeholders
27 March	Board consideration of final draft strategic aims

5. CONCLUSION

5.1 The Board has recognised and is responding to the need to identify strategic objectives which enable the Trust to respond effectively to strategic issues beyond the conclusion of acute consolidation.

5.2 The programme of Board Development sessions under way is serving to support the development of external strategic relationships and identify a range of strategic opportunities and risks which the Trust will wish to respond to.

5.3 The thinking from this series of strategic workshops will produce a range of strategic outputs, informed by engagement with key external partners including a refresh of the Trust's strategic aims.

5.4 The Board is invited to:

- Note the progress and emerging issues to date
- Consider the initial responses identified and recommend any further actions to be initiated at this stage, prior to the conclusion of the series of development sessions
- Note the scheduling of an additional half day Board strategy development session on 13 February 2013 to develop the Trust's refreshed strategic objectives prior to external engagement.

KEY THEMES EMERGING TO DATE FROM BOARD DEVELOPMENT SESSIONS (as at 24 January 2013)

Strategic Theme	Key issues/opportunities identified	Initial responses (lead)
Research and Development	<ul style="list-style-type: none"> • Recognition of the importance of R&D in continuous improvement & Trust vision • Recognition of need to optimise relationship and access to industry and universities • Divisions/ Specialities need to develop stretching vision • The need for IT infrastructure – informatics and increased use of technologies for diagnostics and therapies • Recognition of the need for leadership and support for R&D function • Opportunities to develop different models of care and services pathways • Opportunities for access to funding streams and educational networks • Opportunities for greater patient involvement 	<ul style="list-style-type: none"> • Active support & development of AHSN application and affiliation (Medical Director) - <i>Application submitted</i> • Approve R&D Strategy (Medical Director) -
Demographics and Public Health	<ul style="list-style-type: none"> • Key growth in young adult, early retired (especially deprived) and frail elderly populations. Particular growth in the chronic, complex and co-morbid incl admissions due to alcohol-related conditions. • Opportunities for the Trust to proactively promote healthy lifestyles/prevention and engage the FT membership in this work • Expected strategic importance of the Health & Wellbeing Boards and the need for the trust, whilst not being a member, to develop influential relationships with them • Opportunities to extend formal/senior dialogue with commissioners and local authorities to include HPFT, HWB and charities. 	<ul style="list-style-type: none"> • Incorporate population projections in market review (Dir of Strategic Development) <i>Reflected in IBP</i> • Incorporate health advice/promotion activities into FT membership engagement programme. Seek to include health charities (Dir of Strategic Development) <i>Opportunities being incorporated into Engagement Action Plan</i> • Actively engage the HWB and HPFT, seek to establish a quarterly CEO/Chair meeting (Dir of Strategic Development) <i>Initial meeting being</i>

	<ul style="list-style-type: none"> • Recognition of QIPP/funding challenge and opportunity for innovative working following the introduction of CCGs. Clinical commissioners need to be encouraged/supported to join up commissioning - the role of clinical dialogue in this will be critical. • Health and economic (VFM) benefits of working to design and deliver a whole service along pathways. This would prompt consideration of extending the scope of Trust services into the provision of community services. • The need for an IT infrastructure system which will support working across pathways of care and access to integrated information. 	<ul style="list-style-type: none"> • Increase clinical dialogue with CCGs to identify and progress opportunities for pathway/service redesign (Medical Director)
Patient & Societal expectations	<ul style="list-style-type: none"> • “To be amongst the best” requires the Trust to be able to offer personalised, flexible, services via integrated systems • Increase visibility of patient pathways – for clinical staff, patients and GPs: opportunity for greater use of IT • Develop CRM/account management in partnership with GPs – initially with frequent service users/those with difficulty in accessing services • Opportunity to increase use of staff & volunteers to support customer experience eg patrol areas of high footfall • Patient experiences of Trust services constrained by internal factors including systems/processes. • Streamline/develop internal processes which reduce duplication of patient and staff effort. Desire for one stop clinics • Enhance accessibility for working people • Ensure local provision of Trust services where possible – work with GPs 	<ul style="list-style-type: none"> • Review follow up appointment processes/ability for patients to leave clinic knowing next appt date (Director of Operations) <i>Revised system implemented 1 November</i> • Opportunity to review and develop integrated pathways/reduce duplication (Director of Operations) <i>Incorporated in CIP cross cutting workstreams 2013/14</i> • Review role/allocation of volunteers aligned to patient experience/customer service priorities (Director of Nursing) • Explore opportunities to work with local employers to offer services outside 9am-5pm weekdays. (Director of Strategic Development)

	<ul style="list-style-type: none"> • Trust has been overly cautious in promoting successes/services. Requirement for marketing strategy & recognition of internal need to develop marketing knowledge • Market research: value in understanding patients' expectations of Trust before have access services. • Focus on corporate NHS messages, tailored to local circumstances • Opportunity to build external relationships across health system • Maximise opportunities offered by AHSNs 	<ul style="list-style-type: none"> • Requirement for Marketing Strategy (Director of Strategic Development) <i>Draft specification developed</i> • Identify opportunities to develop internal knowledge and skills in marketing (via external organisations/ secondments etc) (Director of Strategic Development) • Explore development of system-wide session incl MORI update and discussion. (Director of Strategic Development)
Health & Social Care Act	<ul style="list-style-type: none"> • Develop/acquire clarity about health systems strategic priorities which inform operational integration • The need to establish a communication/feedback loop between the Trust and Health & Wellbeing Boards in Hertfordshire and Central Bedfordshire • Increasing health system focus on prevention • Opportunities to pool budgets & risk and integrate the allocation of resources • Recognition of the benefits of partnership working: <ul style="list-style-type: none"> - shared values, data, accountability and mechanisms • Innovate and develop services and quality <u>with</u> partners rather than in isolation • Opportunity to access Care and Health Track, data held by HCC to inform understanding of use of and demand for services 	<ul style="list-style-type: none"> • Trust strategic aims to be informed by Hertfordshire and Central Bedfordshire Health & Wellbeing Strategies (Director of Strategic Development) <i>Reflected in strategy development and engagement process</i> • Quarterly CEO/chair meetings to be scheduled with Central Bedfordshire and with Hertfordshire HWB chairs & officers (Director of Strategic Development) <i>Meetings being scheduled</i> • Medical division to follow up opportunity to access Care and Health Track with Jess Lievesley (Director of Operations). <i>Discussions in progress, demonstration being arranged.</i>

Workforce	<ul style="list-style-type: none"> • Engage staff in the development and implementation of Trust strategy, service plans and achievement of objectives • Consider adoption of OCH approach to delivery of non OCH change eg CIPs, non OCH service change etc • Explore use of technology to support the development of a flexible workforce with reduced pay costs and enhanced patient experience • Ensure that the role, responsibilities and accountabilities for the workforce function are aligned with strategic and business objectives • Ensure that divisional workforce plans reflect strategy, workforce demographics and inform the Trust plan • Consider development of a strategic objective specifically related to workforce/organisational development 	<ul style="list-style-type: none"> • Utilise ARC and internal communications mechanisms to reinforce and benefit from meaningful staff engagement (Director of Workforce & OD) • For consideration as part of Trust Strategy implementation plan (Executive Team) • Explore strategic issue during Innovation & Efficiency session (Director of Finance) • Review the alignment of the workforce function internally and identify recommendations to improve alignment with business objectives (Director of Workforce & OD) • Assure the quality of divisional workforce plans and alignment to Trust Strategy (Director of Workforce & OD) • For consideration by DEC prior to Board consideration (Director of Strategic Development)
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Trust Strategy Development

