

SHEFFIELD TEACHING HOSPITALS NHS FOUNDATION TRUST

EXECUTIVE SUMMARY

BOARD OF DIRECTORS

28 JULY 2020

Subject:	2020/21 Corporate Objectives
Supporting TEG Member:	Anne Gibbs, Director of Strategy and Planning
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Status¹	D & A

PURPOSE OF THE REPORT:

This report presents the Corporate Objectives for 2020/21.

KEY POINTS:

Corporate objectives form an important role in good corporate and clinical governance and are intended to encapsulate the yearly plan to operationalise the Trust's strategic direction.

The COVID pandemic has and will fundamentally reshape services and impact on the Trust for some considerable time. The Trust has paused its work on developing a new Corporate Strategy and the operational plans for 2020/21 were not finalised in April as planned. However, as we now enter the reset phase following the first phase Covid-19 period, it feels appropriate to set corporate objectives for the next year to guide the organisation.

The national planning round has now indicated a reset and has described the need for robust plans for the rest of the year later in the summer. Plans will need to cover winter planning, ongoing recovery of NHS services, and ensuring sufficient surge capacity remains in place to deal with any resurgence of COVID-19. The objectives described in this document will remain under review as planning guidance emerges.

With these considerations in mind and following a TEG time out in March 2020, a list of corporate objectives are attached. These have been devised with the current context in mind although there remains a level of uncertainty for the immediate future. For each of the objectives, a review of the risks within the Board Assurance Framework has been carried out to ensure alignment.

It is important at this time to take the opportunity to reaffirm our mission, values and strategic aims to guide our approach and decision making in completely unprecedented levels of uncertainty in the coming months.

We will maintain a watching brief on the earliest opportunity when it would be appropriate to recommence our work on the organisational strategy ensuring that appropriate levels of engagement are possible and there is enough certainty to describe a new strategy that genuinely reflects the change in health, health care and society that will be apparent post-COVID.

IMPLICATIONS²:

AIM OF THE STHFT CORPORATE STRATEGY 2017-2020		TICK AS APPROPRIATE
1	Deliver the Best Clinical Outcomes	✓
2	Provide Patient Centred Services	✓
3	Employ Caring and Cared for Staff	✓
4	Spend Public Money Wisely	✓
5	Deliver Excellent Research, Education & Innovation	✓

RECOMMENDATION(S):

The Board is asked to approve the corporate objectives for 2020/21 and reaffirm the existing mission statement, values and aims.

APPROVAL PROCESS:

Meeting	Date	Approved Y/N
Trust Executive Group	24 June 2020	Y
Board of Directors	28 July 2020	

APPENDIX 1 – MISSION, VALUES AND STRATEGIC AIMS

Mission

We are here to improve health and wellbeing, to support people to keep mentally and physically well, to get better when they are ill and when they cannot fully recover, to stay as well as they can to the end of their lives. We aim to work at the limits of science – bringing the highest levels of human knowledge and skill to save lives and improve health. We touch lives at times of basic human need, when our care and compassion are what matter most to people.

Values

Patient-first - Ensure that the people we serve are at the heart of all that we do

Respectful - Be kind, respectful, fair and value diversity

Ownership - Celebrate our successes, learn continuously and ensure we improve

Unity - Work in partnership with others

Deliver - Be efficient, effective and accountable for our actions

Strategic Aims

Deliver the best clinical outcomes

Provide patient-centred services

Employ caring and cared for staff

Spend public money wisely

Deliver excellent research, education and innovation

APPENDIX 2 –CORPORATE OBJECTIVES – 2020/21

Corporate Objective – 2020/21	Executive Lead(s)	Timescales
Strategic Aim - 1 Deliver the best clinical outcomes		
Re-design the elective surgical service to maximise efficiency delivered through a safe environment in the context of COVID 19	Chief Nurse / Medical Director	July 2021
Maximise the use of virtual technology to reduce unnecessary outpatient visits	Chief Nurse	March 2021
Further develop same day emergency care to prevent unnecessary admission to hospital	Medical Director	March 2021
Strategic Aim - 2 Provide patient centred services		
To actively monitor recovery and delivery against the requirements within Constitutional Standards and agreed local metrics, in light of the impact of COVID 19	Chief Operating Officer	March 2021
To work in partnership, engage with key stakeholders and lead where appropriate, system wide developments	Chief Executive / Medical Director / Director of Strategy and Planning	March 2021
To review the Trust's Corporate Strategy	Director of Strategy & Planning	July 2021
Consider the impact of COVID 19 on the Strategic Transport and Travel review and implement elements that contribute to improvements for patients, visitors and staff	Chief Nurse / Director of Strategy & Planning	March 2021
Prepare for the implementation of the NHS Equality Delivery System 2 (EDS)	Organisational Development Director	March 2021
Strategic Aim - 3 Employ caring and cared for staff		
Identify and address the strategic workforce challenges and risks across the organisation that exist as a result of the COVID 19 reset and recovery phase	Organisational Development Director	March 2021
Deliver the agreed People Strategy priorities for the COVID 19 reset and recovery phase	Director of Human Resources & Staff Development / Organisational Development Director	March 2021
To implement Key Performance Indicators for improved organisational HR performance	Director of Human Resources & Staff Development	December 2020
To improve recruitment time to fill and build on our excellent retention performance	Medical Director / Chief Nurse / Director of Human Resources & Staff Development	March 2021
Provide an improved Health and Wellbeing offer to all STH employees	Director of Human Resources & Staff Development	December 2020
Strategic Aim - 4 Spend public money wisely		
Ensure that the Trust delivers the Financial Plan	Director of Finance	March 2021

Corporate Objective – 2020/21	Executive Lead(s)	Timescales
To deliver the key priorities as set out in the 5 year capital plan	Director of Finance / Director of Strategy & Planning	March 2021
Continue to drive efficiency and sustainability programme through the Making it Better programme	Director of Finance	March 2021
Develop a Green Plan for the organisation	Director of Strategy & Planning	July 2021
Develop a plan for the reintroduction of the Hadfield Building	Chief Operating Officer	October 2020
Strategic Aim - 5 Deliver excellent research, education and innovation		
To deliver the IT plan and pledges	Medical Director	March 2021
Construct a 3 year combined Research and Innovation Strategy (2021-23), which meets the needs of the Trust, engages the workforce and fosters collaboration with the two Universities	Medical Director	July 2021
Make a contribution to COVID 19 research that is proportionate to our contribution to NIHR research studies under normal circumstances	Medical Director	March 2021
Progress a robust business case/financial model as well as the procurement exercise for the EPR	Medical Director	March 2021