

## EXECUTIVE SUMMARY

## COUNCIL OF GOVERNORS

6 DECEMBER 2016

<b>Subject:</b>	Corporate Strategy Refresh
<b>Supporting TEG Member:</b>	Kirsten Major, Director of Strategy and Operations
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<b>Status<sup>1</sup></b>	N

**PURPOSE OF THE REPORT:**

To present the framework for concluding the review of the Trust's Corporate Strategy and invite the Council of Governors to engage in the process.

**KEY POINTS:****Background**

As has been discussed previously, there is an ongoing consensus regarding the organisation's aims and objectives, but growing uncertainty and need for clear strategic direction associated with the policy and financial environment within which the organisation operates.

As a consequence, it was agreed that, to complete the refresh of the Trust's Corporate Strategy, the senior leadership community would engage in a debate as to how the organisation should respond to the potential future operating environment and thereafter agree the actions that would be required.

**The Framework**

To do this the Board, TEG and the wider leadership community of the Directorate Triumvirates were invited to co-produce the refreshed Strategy through a workshop in November. This took place on 16 November 2016 and the output will be fed into a final Corporate Strategy that will run for the next five years.

The framework included the identification of a set of key areas about the current and future operating environment that would stimulate a set of 'Head to Head' debates and thereafter a set of actions that we would need to take (**Appendix 1**). The premise is that the key areas identified are those most likely to result in us having to make significant decisions that need both time and planning to ensure they are conceived and implemented successfully. The output from the workshop held is being written up.

**Next Steps**

The Council of Governors are important contributors to the Trust's forward plans. Directors must take account of governors' views when setting the strategy for the Trust, giving governors the opportunity to feed in their views. For the final stages of the refresh process to be a success it is important that this takes place.

The topics listed overleaf will be discussed in more detail with the sub group of the Council of Governors in December in order to identify any actions that the Trust should take over the next 3-5 years to maintain its position as a resilient, sustainable and high quality NHS Foundation Trust. These views and comments will then be considered for inclusion in the final Corporate Strategy, which will be developed by the end of February 2017.

**IMPLICATIONS<sup>2</sup>:**

<b>AIM OF THE STHFT CORPORATE STRATEGY 2012-2017</b>		<b>TICK AS APPROPRIATE</b>
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 Council of Governors are asked to:

- a) Note the framework for concluding the review of the Trust's Corporate Strategy and invite the Council of Governors to engage in the process through the established sub group.

## Appendix 1

Topic	Key Questions
Sustainability and Transformation Plan (STP)	<ul style="list-style-type: none"> <li>- What are the specific issues for STH arising out of the STP?</li> <li>- How does the Trust balance the opportunity of the wider health economy and internal pressures?</li> </ul>
Financial context including the Trust, NHS Sheffield CCG and national	<ul style="list-style-type: none"> <li>- What is driving local and national financial pressures?</li> <li>- Is the Trust taking the necessary actions to remain sustainable whilst maintaining quality standards?</li> </ul>
Sheffield and South Yorkshire health profile, healthcare demand, the ageing population and technological changes	<ul style="list-style-type: none"> <li>- Are the Trust's services reflective of the needs of the local population?</li> <li>- Is there a clear local strategy for the use of technology to support healthcare delivery?</li> </ul>
Social care crisis local and nationally	<ul style="list-style-type: none"> <li>- Is the Trust's response to the complex set of causes for delays in discharging older people from hospital sufficient?</li> <li>- How will the Trust work with locality partners differently to improve the situation?</li> </ul>
Change in workforce requirements	<ul style="list-style-type: none"> <li>- What are the specific workforce challenges facing the NHS and the Trust?</li> <li>- Is the Trust doing sufficient to bridge the workforce risks now and for the future and are the required leadership skills in place?</li> </ul>
STH performance and related issues	<ul style="list-style-type: none"> <li>- What aspects of STH performance are a cause for concern and do we focus sufficiently on quality?</li> <li>- Is there the required capacity and capability to deliver all the key operational standards?</li> </ul>
National policy and context	<ul style="list-style-type: none"> <li>- What is the Trust doing to integrate care across local health and social care systems?</li> <li>- What is the future role for the Trust in contracting and commissioning services in a different way to improve quality and reduce risk?</li> </ul>