

## SHEFFIELD TEACHING HOSPITALS NHS FOUNDATION TRUST

EXECUTIVE SUMMARY: REPORT TO THE GOVERNORS' COUNCILTUESDAY 8<sup>TH</sup> MAY 2012

<b>Subject:</b>	Sheffield Teaching Hospitals NHS Foundation Trust – Corporate Strategy Engagement Process
<b>Supporting Director:</b>	Kirsten Major, Director of Service Development
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<b>Status (see footnote):</b>	A*

**PURPOSE OF THE REPORT:**

To describe to the Governors' Council the engagement process undertaken to develop the final Corporate Strategy for 2012 to 2017 and provide assurance that it provides a robust basis on which to consider the final corporate strategy.

**KEY POINTS:**

- The final version of the corporate strategy has been developed through a robust engagement process with staff and stakeholders, in addition to further discussions with Clinical Directors, Nurse Directors, General Managers and Governors. It has also been scrutinised, together with the supporting strategies, by a Strategy Review Panel, which included representatives from across the organisation.
- The engagement process was supported by the development of a summary of the draft strategy with a tear off form at the back for comments. Alternative ways to comment were also outlined in the document. Presentations were given at internal and external senior leadership meetings; night visits were made to cover staff on both campuses; and, several day time staff road shows were held at key bases across the Trust. The schedule at Appendix I of the paper provides details of this activity between January and March 2012.
- The final stage in the preparation of the Corporate Strategy was to consider all comments received up to 30 March 2012. The majority of comments were verbal responses, collected during attendance at meetings/forums. In addition, 34 forms were returned from the summary document and 16 emails were received. The responses were mainly from members of staff, governors, partner organisations and the general public. A summary of responses is provided at Appendix II of the attached paper.

**IMPLICATIONS:**

<b>Money:</b>	Sets out a strategic approach and a key aim of spending public money wisely.
<b>Access:</b>	Ensures providing patient centred services is a central aim of the organisation.
<b>Quality:</b>	Provides the basis to deliver the best clinical outcomes and sets a vision for the organisation to aspire to be the best provider of integrated health care in the UK.

**RECOMMENDATION(S):**

The Governors are asked to note the above consultation process undertaken to develop the Corporate Strategy and endorse that it has provided important testing and development of the strategy's content.

**APPROVAL PROCESS:**

<b>Meeting</b>	<b>Presented</b>	<b>Approved</b>	<b>Date</b>
Trust Executive Group	28 September 2011	✓	28 September 2011
Board of Directors	19 October 2011	✓	29 October 2011
Trust Executive Group	11 January 2012	✓	11 January 2012
Board of Directors	18 January 2012	✓	18 January 2012
Trust Executive Group	4 April 2012 and 11 April 2010	✓	4 April 2012 and 11 April 2012
Board of Directors	18 April 2012	✓	18/04/2012

Status: A = Approval  
A\* = Approval & Requiring Board Approval  
D = Debate  
N = Note

**Sheffield Teaching Hospitals NHS Foundation Trust**  
**Engagement Process to develop the Five Year Strategy**  
**“Making a Difference”**

**Report to TEG 4 April 2012**

**1. Purpose**

The purpose of this paper is to inform the Board of the engagement process undertaken to develop the five year organisational strategy.

**2. Developing the Five Year Strategy**

In July 2011, a paper was presented to the board which outlined the preparation required to create a future vision and five year strategy to transform services across the Trust.

Following this, a programme of events was held over the summer which involved staff, key stakeholders and patients to help shape the strategy and vision over the next five years. The timetable was as follows:

13 July            Workshop for staff across acute and community services.  
16 August        Workshop for governors and members.  
13 September    Workshop for governors, members and staff

As a result of these workshops, an emerging strategy developed which encompassed discussions and comments held at the events. The key themes were:

- A caring culture was required across all staff groups.
- Patients needed to be cared for as a whole, rather than just focussing on their specific condition.
- Seamless and efficient integrated care pathways needed to be implemented across hospital and the community.
- Where appropriate, care should be provided in a community setting, rather than the hospital.
- Shared IT and access to records across hospital and the community were essential.
- “We are better at the icing than the cake” – pockets of excellent care in specialties but general care eg. feeding, dressing, caring attitude could sometimes be lacking.

Following this, a programme of work was implemented to progress the development of the strategy between October 2011 and March 2012. This consisted of an engagement process across the Trust. A summary of the draft strategy was developed with a tear off form at the back for comments. Alternative ways to comment were also outlined in the document. Presentations were given at internal and external senior leadership meetings; night visits were made to cover staff on both campuses; and, several day time staff road shows were held at key bases across the Trust. The attached schedule at Appendix I provides details of this activity between January and March 2012.

In addition, the summary was circulated for comment to stakeholders across the City and the surrounding area, as well as to Trust Governors and Members.

This programme of work was complemented by a Strategy Review Day held in March the aim of which was to review the organisational strategy alongside a suite of supporting strategies to ensure that there was coherence between them. The review day consisted of

a panel which included representatives from Clinical Directors, Nurse Directors and General Managers.

### **3. Preparation of the final version of the Corporate Strategy**

The final stage in the preparation of the Corporate Strategy was to consider all comments received up to 30 March 2012. The majority of comments were verbal responses, collected during attendance at meetings/forums (as detailed in Appendix 1). In addition, 34 forms were returned from the summary document and 16 emails were received. The responses were mainly from members of staff, governors, partner organisations and the general public.

All comments received (both formally and through discussion) were carefully considered and, where appropriate, the strategy was amended to reflect these (the final version of the strategy is provided elsewhere on this agenda). As part of the engagement process, staff were asked their views on the title of the corporate strategy and in response to the most popular choice, the title was changed from "Touching Lives" to "Making a Difference".

On the whole, comments on the strategy were very positive and there was agreement about the direction of travel, particularly with regard to the Vision, Mission and Aims and Objectives. Other key themes/comments on the strategy were:

- An increase in focus on external issues was required, as it was felt to be introspective in its tone.
- We should include an acknowledgement of the importance of developing citywide clinical and commissioning relationships with primary care.
- The emphasis on getting the basics right had become somewhat lost during its development.
- Specific reference needed to be made on how the strategy will work with partners across the city to develop health care.
- The values were excessive and wordy.

In addition, comments were invited on the summary document response form regarding key areas of the corporate strategy. A summary of the responses to these questions by percentage is provided at Appendix II.

### **4. Recommendation**

The Board is asked to note the above engagement process undertaken to develop the Corporate Strategy and endorse that it has provided important testing and development of the strategy's content.

Kirsten Major  
Director of Service Development  
April 2012

**Sheffield Teaching Hospitals NHS Foundation Trust  
Presentation of Strategy Engagement/Consultation Schedule**

Meeting	Date	Time	Venue	Paper / Purpose
Trust Executive Group	11.01.12	8.30 -10.00	TEG Meeting Room	Approve for consultation/engagement
Board Meeting	18.01.12	08.00 – 15.30	NGH Boardroom	Approve for consultation/engagement
Governors Forum Meeting	19.01.12	16.00 onwards	NGH Boardroom	Substantive Version 2 for consultation
Clinical Management Board	20.01.12	13.30 – 17.00	Postgraduate Common Room @ MEC	Substantive Version 2 for consultation
Adult Partnership Board	24.01.12	14.00 – 16.00	Boardroom, Fairlawns	Substantive Version 2 for consultation
Nurse Directors Executive Group	26.01.12	10.30 – 12.00	NGH Boardroom	Substantive Version 2 for consultation
Joint Negotiating Consultative Committee	02.02.12	14.00 onwards	RHH Boardroom	Substantive Version 2 for consultation
Operational Management Board	02.02.12	08.30 – 09.30	Undergraduate Common Room @ MEC	Substantive Version 2 for consultation
Nurse Directors Executive Group	16.02.12	10.30 – 12.00	NGH Boardroom	To update on progress
GP North Consortia Meeting	20.02.12	13.00 -14.30	Pitsmoor Surgery	Substantive Version 2 for consultation
Governors Council Meeting	21.02.12	17.00 – 19.00	Chatsworth Suite @ Rivermead, NGH	Update on strategy
Board Meeting	22.02.12	08.00 – 15.30	RHH Boardroom	Verbal update on progress
Night visit to Northern General staff	22.02.12	21.30 -23.30	Ward visits and Porters meeting	Verbal consultation
Night visit to Royal Hallamshire staff	23.02.12	21.30 - 23.30	Ward visits and Porters meeting	Verbal consultation
General Managers Meeting	24.02.12	09.00	TEG Meeting Room, RHH	Substantive Version 2 for consultation
Operational Management Board	01.03.12	08.30 – 09.30	Postgraduate Common Room @ MEC	To update on progress with version 2
GP Central Consortia Meeting	06.03.12	10.30	Dovercourt Surgery	Substantive Version 2 for consultation
Sheffield Local Medical Committee	12.03.14	19.45	Ranmoor Room, Tapton Hall	Substantive Version 2 for Consultation

Weston Park Hospital	12.03.12	12.00 – 13.30	Situated outside the staff dining room	Road show to share summary with staff
Lightwood	13.03.12	12.00 – 13.00	Reception Area	Road show to share summary with staff
Beech Hill	15.03.12	12.00 – 13.00	Meeting Room	Road show to share summary with staff
GP West Consortia Meeting	15.03.12	14.00 – 16.00	Fairlawns	Substantive Version 2 for Consultation
Green Lane	16.03.12	12.00 – 13.00	Top floor	Road show to share summary with staff
Clinical Management Board	16.03.12	13.30 – 17.00	Undergraduate Common Room @ MEC	Verbal update
Hallamshire Hospital	19.03.12	12.00 – 14.00	Canteen on D Floor	Road show to share summary with staff
Sheffield City Council Scrutiny Panel	19.03.12	14.00	SCC offices	Substantive Version 2 for consultation
Northern General	20.03.12	12.00 – 2.00	Clock Tower Reception	Road show to share summary with staff
Board Meeting	21.03.12	09.00 – 12.00	NGH Boardroom	To update on final draft
Northern General	21.03.12	12.00 – 14.00	Huntsman Canteen	Road show to share summary with staff
Transforming Sheffield's Health Steering Group	22.03.12	08.00 – 10.00	Conference Room, Town Hall	Substantive Version 2 for consultation
Jessop Wing	23.03.12	12.00 – 14.00	Corridor near canteen	Road show to share summary with staff
North GP Consortia Council Meeting	28.03.12	08.30	Norwood Medical Practice	Substantive Version 2 of Strategy
Trust Executive Group	04.04.12	08.30 -12.00	NGH Boardroom	To present final version plus supporting strategies for approval
HASC Consortia Meeting	12.04.12	12.00 – 13.00	Bessemer room at 722	To share strategy for consultation
Board Meeting	18.04.12	08.00 – 15.30	RHH Boardroom	Present final Strategy plus supporting strategies for approval

### Feedback on Making A Difference Summary

A total of 34 responses were received regarding the summary document following distribution to governors, members, staff, patients and a number of road shows which took place during March across various Trust sites.

A summary of the feedback from the above is given below.

#### **Please tick if you would like to be kept informed and involved in the development of hospital and community health services?**

- 62% would like to be kept informed and involved
- 38% did not choose to be kept informed and involved

#### **Are you a member of Sheffield Teaching Hospitals NHS Foundation Trust?**

- 60% of those who responded were members
- 30% were not members
- 10% did not respond to the question

#### **Please tick if you would like to become a member of Sheffield Teaching Hospitals NHS Trust (membership is free)**

- 15% would be interested in becoming a member

#### **Question 1:**

**We would like to know if you feel we are taking the right approach by aspiring to be recognised as the best provider of health care, clinical research and education in the UK and a strong contributor to the aspiration of Sheffield to be a vibrant and healthy city region.**

- 50% agreed strongly
- 38% agreed
- 6% answered don't know
- 6% did not select an answer

#### **Question 2:**

**We would like to know if you feel the mission we propose to adopt is appropriate and resonates with you.**

Proposed 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 people.

- 50% agreed strongly
- 35% agreed
- 3% answered don't know
- 3% disagreed
- 3% strongly disagreed

- 6% did not select an answer

### Question 3:

**Do you feel our proposed key aims for the organisation in the next five years are the right ones.**

**Deliver the best clinical outcomes**

- 88% selected YES
- 6% selected NO
- 6% did not answer

**Provide patient centred services**

- 88% selected YES
- 6% selected NO
- 6% did not answer

**Employ caring and cared for staff**

- 88% selected YES
- 6% selected NO
- 6% did not answer

**Spend public money wisely**

- 85% selected YES
- 6% selected NO
- 9% did not answer

**Deliver excellent research, education and innovation**

- 85% selected YES
- 3% selected NO
- 12% did not answer

### Question 4:

**We would like to know if you feel we are taking the right approach to develop and provide more of our services closer to people's homes in the community? For example holding outpatient clinics in GP surgeries or increasing community health teams and using technology to enable us to monitor patient's long term conditions such as diabetes without them having to travel to hospital.**

- 53% agreed strongly
- 30% agreed
- 9% answered don't know
- 6% disagreed
- 2% did not answer



**Question 5:**

**There will be limited financial growth in the NHS for at least five years. With this in mind do you think it is appropriate that Sheffield Teaching Hospitals NHS Trust explores new ways of bringing in additional income. For example by offering some fee paying services as long as it was not to the detriment of NHS patients and any profit is invested back into the NHS in Sheffield?**

- 40% selected YES
- 45% selected NO
- 15% answered Not Sure

**Question 7:**

**Do you feel the business approach outlined in this document is the right way forward.**

- 60% selected YES
- 21% selected NO
- 19% did not answer