

SHEFFIELD TEACHING HOSPITALS NHS FOUNDATION TRUST

EXECUTIVE SUMMARY: REPORT TO THE GOVERNOR'S COUNCILTUESDAY 8TH MAY 2012

Subject:	Sheffield Teaching Hospitals NHS Foundation Trust – Making a Difference - Final Version of Corporate Strategy 2012 – 2017
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Status (see footnote):	A*

PURPOSE OF THE REPORT:

To present the final version of the corporate strategy (subject to agreed changes at April Board of Directors). This version incorporates comments from staff and stakeholders as part of the engagement process undertaken between January and March 2012.

The corporate strategy also now includes an executive summary from each of the supporting strategies as an appendix. The supporting strategies are presented alongside the corporate strategy, with the exception of the Research Strategy and the IT Strategy which are still in development.

To outline the planned next steps for review and approval.

KEY POINTS:

- This final version of the corporate strategy has been developed through an engagement process with staff and stakeholders. In addition further discussions have also been held with Clinical Directors, Nurse Directors, General Managers and Governors. It has been scrutinised, together with the supporting strategies, by a Strategy Review Panel, which included representatives from across the organisation. A summary of each of the supporting strategies are annexed to the main document.
- This final version reflects the comments and suggestions collected over the last few months, including those on the name for the strategy. The strategy is now called “Making a Difference” which was voted by staff as the preferred option. Changes in the strategic landscape have also been incorporated, such as the passage of the Health and Social Care Bill through the Houses of Parliament to receive Royal Assent.
- Key substantive changes to the content of the strategy from the previous version considered can be summarised as follows:
 - Re-establishing the emphasis on getting every patient and visitor contact right first time.
 - Reflecting greater partnership opportunities and describing the centrality of Right First Time to our approach to emergency and unscheduled care, especially of older people, in the city.
 - Streamlining the values and behaviours into four overarching themes.
 - Emphasising the link between the strategy and staff appraisal, objective setting and recruitment.
 - Clarity on what happens next and how directorates will be expected to respond.

- A programme of work is currently being developed to ensure that the strategy is embedded in the organisation. This will include:
 - A plan for dissemination and launch of the new strategy;
 - Linking the objective setting and appraisal process for individuals with the organisational aims and values;
 - Establishing recruitment processes that assess of values and behaviours;
 - Developing five year strategies in each of the clinical and corporate directorates in the organisation that will inform their annual business plans from 2013/14 onwards;
 - Using the strategy to develop key strategic risks that will form the basis of a redeveloped Assurance Framework outlining controls and assurances for the Board; and,
 - Development of a set of performance metrics that will form the basis of a performance dashboard for the strategy to inform and assure TEG and the Board that the strategy remains relevant and is being implemented across the organisation.

Further reports on each of the above areas will be provided in the coming months.

- The recent submission to Monitor regarding the quality governance framework cited a number of issues where the development of a new corporate strategy, and in particular the quality strategy, would address the framework's requirement. This submission has been reviewed and each of those areas is now captured by the development of the corporate and supporting strategies and the emergent thinking on implementation.

IMPLICATIONS:

Money:	Sets out a strategic approach and a key aim of spending public money wisely.
Access:	Ensures providing patient centred services is a central aim of the organisation.
Quality:	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):

Governors are asked to note the final version (subject to agreed changes at April Board of Directors) of Making a Difference 2012-2017.

Governors are asked to note the immediate programme of work planned to support the dissemination and implementation of the strategy.

APPROVAL PROCESS:

Meeting	Presented	Approved	Date
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 2012	✓	4 April 2012 and 11 April 2012
Board of Directors	18 April 2012	✓	18 April 2012

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