



**SHEFFIELD TEACHING HOSPITALS NHS FOUNDATION TRUST**

**EXECUTIVE SUMMARY**

**COUNCIL OF GOVERNORS**

**1 DECEMBER 2015**

<b>Subject:</b>	Corporate Strategy Refresh
<b>Supporting TEG Member:</b>	Kirsten Major, Director of Strategy and Operations
<b>Authors:</b>	Paul Buckley, Deputy Director of Strategy and Planning
<b>Status<sup>1</sup></b>	D & A*

**PURPOSE OF THE REPORT:**

The Board has agreed to refresh the Trust's Corporate Strategy 'Making a Difference' to enable the organisation to be sustainable - clinically, financially and operationally - for the foreseeable future.

The attached is the outcome of this work and the communication, which will be issued throughout the organisation.

**KEY POINTS:**

**Introduction**

A programme of work to refresh the Trust's Corporate Strategy commenced in January 2015. This was established to ensure that through 'Making a Difference' the Trust would continue to deliver high-quality, operationally and financially viable services for patients, now and into the future.

Having reviewed all the feedback the Trust's Vision, Mission, PROUD values and five key strategic aims for the organisation will remain and as a result of the specific comments received some modest amendments have been made to our strategic objectives.

**Next Steps**

To ensure feedback is provided to the organisation on the views obtained, the attached communication and updated overview of 'Making a Difference' will be shared across the organisation. This will also act as a suitably brief reminder to staff of our corporate strategy.

However, the Trust has recently implemented Lorenzo as a major first step in a significant programme of work to improve the technology infrastructure. In December our services will be inspected by the Care Quality Commission (CQC) and is the most important assessment of our services to have taken place since becoming a Foundation Trust. In both cases it is vital that 'Making a Difference' and therefore STH's strategic intent is able to both build on the positive aspects of these events and address any elements where we can make further improvements.

It is therefore planned that a final corporate strategy along with a set of specific priorities for the organisation to deliver in 2016/17 (corporate objectives), which are linked to our updated strategic objectives, will be published in the spring of next year. To do this effectively, we will work with the Board, TEG and our Governors from January onwards to complete these remaining elements of our review of 'Making a Difference'.

**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 Board is asked to:

- a) Debate and approve the updated overview of 'Making a Difference' and the proposed communication to be issued throughout the organisation.
- b) Support the planned next steps.

**APPROVAL PROCESS:**

<b>Meeting</b>	<b>Date</b>	<b>Approved Y/N</b>
Trust Executive Group	4 November 2015	Y
Board of Directors	18 November 2015	Y
Council of Governors	1 December 2015	

# **Making a Difference**

**2015/17**

## **Corporate Strategy Refresh**

## **Introduction**

Making a Difference was originally developed in 2012 and has enabled the Trust to be highly successful in providing high quality clinical care to our patients, remain at the forefront of research and innovation and continue to be a good employer. We have done this through a period of change, unprecedented since the inception of the NHS. This is a tribute to each and every person within STH who works tirelessly to make a difference on a daily basis. Thank you all for this.

## **Strategy Development Programme**

During the last 12 months the Board of Directors has considered how well the Trust has performed recently and whether 'Making a Difference' will continue to guide the ongoing sustainability of STH as a successful NHS Foundation Trust. We have done this through Board and Executive discussions, engaged with a wide range of stakeholders who helped shaped our strategy 3 years ago and specific engagement sessions held with our Governors.

The main considerations that led to the decision to refresh our corporate strategy included:

- The rising challenges in delivering the Trust's quality, operational and financial plans
- The marked deterioration in NHS Foundation Trusts' operational & financial performance
- NHS England's Five Year Forward View & the Dalton Review
- Monitor's guidance on annual planning and strategy development
- NHS Sheffield Clinical Commissioning Group and NHS England commissioning intentions and longer term plans for services

## **Stakeholder Engagement**

To help us with this task, an engagement document was produced giving various options for providing feedback. We have had a significant response (over 500 responses) to this and have now spent time analysing the views expressed.

Over 94% of the responses stated that our Vision, Mission, PROUD values and five key strategic aims should continue to be the basis for the Trust to lead and deliver high quality care through the next three to five years. In addition, respondents were asked for other issues they thought should be reflected in our strategy refresh. The top 10 themes for the organisation arising from the feedback received are listed below:

1. To focus on staff health and wellbeing to ensure we have a highly productive workforce
2. Commit to ongoing training, education and development to retain our skilled staff
3. Communicate & engage with staff and patients in everything that we do
4. To use every aspect of our financial resources efficiently
5. Maximise the use of technology throughout the Trust
6. Introduce new models of care, agree partnerships & collaborations to help sustain the Trust
7. To be relentless in the pursuit of service improvement, productivity & efficiency
8. To ensure the Trust continues to provide high quality, safe and effective care to all our patients
9. Expand and drive our research and innovation agenda
10. To do more on health promotion & prevention

Having reviewed all the feedback the Board has agreed that 'Making a Difference' remains the best framework to guide STH to remain a sustainable and successful NHS Foundation Trust. The Vision, Mission, PROUD values and five key strategic aims for the organisation will remain and as a result of the specific comments received some modest amendments have been made to our strategic objectives to reflect the challenges we are facing.

## **Our Next Steps**

By the end of 2015 there will have been two very significant events that will have taken place at STH.

The first was the introduction of Lorenzo and our moves to introduce a new Electronic Document Management System (EDMS) in late September. These are the first steps in a significant programme of work to improve the technology infrastructure within the Trust. The second is the inspection of the Trust's services by the Care Quality Commission (CQC) that will be taking place in December. This planned review of the services we provide is the most important assessment of our services to have taken place since becoming a Foundation Trust.

In both cases it is vital that 'Making a Difference' and therefore STH's strategic intent is able to both build on the positive aspects of these events and address any elements where we can make further improvements. A final corporate strategy along with a set of specific priorities for the organisation to deliver in 2016/17, which are linked to our updated strategic objectives, will be published in the spring of next year. This will allow us time to build into our strategy any relevant aspects arising out of our CQC inspection. We will work with our Governors to complete these remaining elements of our review of 'Making a Difference'.

We are pleased to be able to share the outcome of this work at this point and would again thank you for contributing to the continued success of our organisation.

**Tony Pedder**  
**Chairman**

**Sir Andrew Cash**  
**Chief Executive**

# APPENDIX 2 - OVERVIEW OF MAKING A DIFFERENCE

## VISION

To be recognised as the best provider of health, clinical research and education in the UK and a strong contributor to the aspiration of Sheffield to be a vibrant and healthy city region.

## MISSION

We are here to improve health and well-being, 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.

## 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

## AIMS AND OBJECTIVES



### Deliver the best clinical outcomes

- Treat and care for people in a high quality, safe environment and protect them from avoidable harm.
- Help people to recover from episodes of ill health or following injury.
- Maximise the health of those who use our services.
- Enhance the quality of life for people with long-term conditions.
- Ensure clinical practice is evidence-based.
- Contribute to the development of locally tailored public health prevention strategies.
- Ensure person centred and coordinated care for our patients near the end of life.



### Provide patient-centred services

- Treat patients and their families with respect, dignity and care.
- Provide the right care in the right place, first time, working in partnership.
- Maximise the quality of the patient experience.
- Provide patients with choice, giving them greater involvement and control over their care.
- Move care closer to home where appropriate and evidence-based.
- Communicate effectively and develop a vibrant system of engagement within the local community.
- Learn from complaints, compliments and other feedback.



### Employ caring and cared for staff

- Treat staff with dignity and respect, encouraging them to take responsibility for their own actions.
- Ensure staff seek feedback from patients, visitors and colleagues.
- Develop a culture that promotes and demonstrates PROUD values
- Employ engaged and motivated staff.
- Engage, support and empower all staff to continually improve the services they deliver.
- Promote health and well-being for all our staff, their families and the communities they live in.
- Provide an environment where staff can achieve their potential and develop their leadership skills.



### Spend public money wisely

- Ensure financial strength and stability.
- Reduce inefficiencies and continually identify more efficient ways of working.
- Ensure our services cost less to deliver than we receive in income.
- Ensure value for money is central to all decision-making processes.
- Learn from other health care providers both in the UK and abroad.



### Deliver excellent research, education and innovation

- Become one of the top R&D performers in England.
- Become a leading centre for innovation, spread and adoption, working with industry to create jobs and wealth.
- Lead the development of top quality education and training for all staff.
- Develop research in all disease areas.
- Participate in all NIHR, other UK and EU grant funding programmes.
- To maximise the benefits from the use of technology