

Strategic Objectives for 2016/17

Situation

During the last quarter of the 2015/16 financial year, NHFT's Directors refreshed the Trust's strategy for 2016/17 and developed a set of corporate objectives through a series of facilitated workshops. The Trust Board approved the objectives for 2016/17 at its meeting on 25 May.

The Council of Governors is asked note the strategic objectives for 2016/17.

Background

NHFT published a five-year strategic plan in June 2014, which described how the Trust would realise its vision to be a leading provider of quality, integrated care for health and wellbeing services. Its goal was to achieve 80% recommendation from patients and staff for the Trust as a place to receive care; 80% recommendation from staff for the Trust as a place to work; and sustainable growth in NHFT's services.

The Trust's values (known by the acronym PRIDE) are:

- Patients first
- Respect, dignity and compassion
- Improvement
- Dedication
- Everyone and equality counts

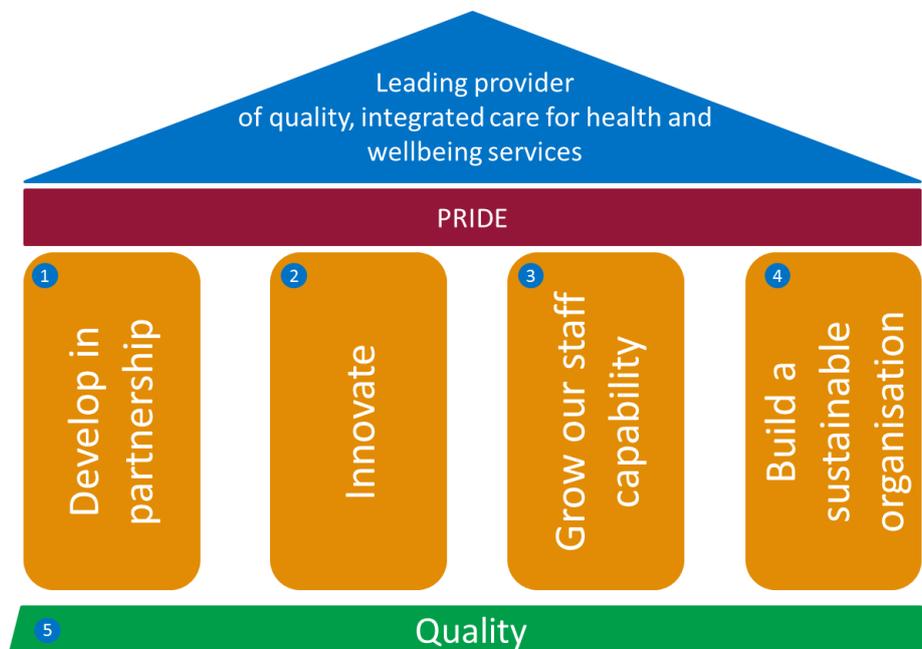
Underpinned by quality, the Trust's strategy comprised four themes (known by the acronym DIGB):

- Developing our existing services and pathways of care
- Innovating
- Growing the services we provide
- Building an organisation with highly effective people, systems and processes.

The Trust recommitted to its strategy at the beginning of 2015/16, as the strategy remained the most appropriate response to NHFT's operating context at the time.

Assessment

Directors reviewed and updated the corporate strategy at a Board workshop in December 2015. The refreshed strategic themes for 2016/17 are highlighted in the diagram below:



Through two facilitated workshops, on 16 March and 11 May, the Directors, and many of the Deputy Directors and Deputy Medical Directors, have identified a strategic outcome statement and strategic objectives for each of the five strategic themes. The outcome statements and objectives are shown in the table below.

Strategic Theme		Lead Director	Strategic Outcome	Strategic Objective	
1	Develop in Partnership	Richard McKendrick / Director of Strategic Partnerships	Working together effectively/ innovatively to deliver better outcomes for communities through common objectives, openness and honesty - 'partnerships matter'.	1.1	Develop aligned service-area strategies to inform Trust strategy and support partnership
				1.2	Create value-added partnerships
2	Innovation	Dr Alex O'Neill-Kerr / Medical Director	A contemporary organisation engaged in delivering and sharing change and improving quality through research and innovation.	2.1	Identify, implement and publish our top five innovations
				2.2	Introduce a mechanism to streamline idea and income generation, communication and implementation of research and innovation
				2.3	Embed innovation in the design of job-plans, appraisal and an employee recognition scheme
				2.4	Create a patient and carers academy
3	Grow our staff capability	Chris Oakes / Director of Human Resources and Organisational Development	Empowered staff delivering innovative, high quality care.	3.1	Embed the behavioural/leadership framework
				3.2	Create a compelling employer value proposition
				3.3	Implement best-practice approaches to recruitment and retention (to attract and secure the best staff)
				3.4	Develop a culture in which managers know their core priorities

Strategic Theme	Lead Director	Strategic Outcome	Strategic Objective	
			3.5 Implement innovative development and learning across the organisation to build capability and capacity	
4	Build a sustainable organisation	Richard Wheeler / Director of Finance	Proactive innovator and a trusted provider of choice in an ever changing environment	4.1 Achieve success and reputation in service delivery
				4.2 Ensure every service area makes a positive financial and environmental contribution
				4.3 Embed flexible staff and resource management practices
				4.4 Develop our own response/approach to the Carter Review
5	Quality	Julie Shepherd / Director of Nursing, AHPs and Quality	All our services are safe, effective and co-produced with patients, staff, carers and commissioners to meet changing needs.	5.1 Improve patient safety across all clinical services to reduce avoidable harm
				5.2 Improve patient and carer experience and involvement in services, achieving a minimum consistent score of 80% recommendation/ satisfaction from patients
				5.3 Increase clinical effectiveness as measured by strengthening mortality, morbidity review processes and improved PROMs
				5.4 Strengthen the governance of quality by embedding the revised NHFT quality framework
				5.5 Move the organisation from requires improvement (CQC rating) to good and beyond

Work has already begun on the objectives. Quarterly monitoring for each respective strategic theme, which sets milestones and measures to enable performance monitoring and management, will be in place. A consolidated plan for all strategic themes and objectives will be presented to the Performance Committee in June.

Recommendations

The Council of Governors is asked note the strategic objectives for 2016/17.

Governance Table

Paper sponsored by:	Richard McKendrick, Chief Operating Officer
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Date submitted:	5 July 2016
ORR Considerations:	None believed to apply
EDS2 considerations:	None believed to apply