

REPORT TO THE TRUST BOARD (PUBLIC)

TITLE	Trust Strategy Review Summary
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EXECUTIVE SPONSOR	Arshiya Khan, Chief Strategy and Transformation Officer
DATE OF MEETING	13 April 2021
PRESENTED FOR	Agreement

PURPOSE OF THE REPORT

This paper updates the board on the development of the trust strategy 2022 to 2025, describing the outputs of the board workshop held on 9 March and the next steps including engagement with wider stakeholders.

EXECUTIVE SUMMARY

See below.

COMMITTEES/SUBGROUP WHERE THIS ITEM HAS BEEN CONSIDERED

Committee Name – None

RECOMMENDATIONS.

1. *Approve the strategic role of the Trust*
2. *Approve the design principles to inform the future direction for our services*
3. *Approve the next stages of strategy development including the creation of a Strategy Development Group and engagement sessions*



Outstanding
Health and Wellbeing



Outstanding
People



Outstanding
Patient Care



Outstanding
Leadership



Outstanding
Communications

STRATEGIC GOALS THIS REPORT SUPPORTS *(Check all that apply)*

Delivering outstanding care and experience	✓
Recruiting developing and retaining our workforce	✓
Improving and developing our services and infrastructure	✓
Working together with local health and social care providers	✓
Delivering financial sustainability	✓

RISKS RELEVANT TO THE PAPER

Risk ID	Risk Description
None	

OTHER IMPLICATIONS OF THE PAPER

Legal/ Regulatory Relevance:	<i>Regulation 17 Good Governance Fundamental Standards of Care Part 3 Health and Social Care Act, 2008 (updated 2014)</i>
NHS Constitution Delivery	The NHS aspires to the highest standards of excellence and professionalism
Freedom of Information Release	This report can be released under the Freedom of information Act 2000

Equality and Diversity Implications *(Check all that apply)*

Age	Gender	Ethnicity	Disability	Pregnancy/ Maternity	Marriage/ Civil Partnership	Religion/ Belief	Sexual Orientation	Gender Reassignment
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<i>No equality and diversity implications</i>								

The Board considered the recommendation by the Strategy and Transformation Committee to review the current Clinical Services Strategy 2018 – 2023 and develop a new strategy. The case for change is based on the global pandemic, Brexit and the legislative proposals for the Health and Care Bill, February 2021.

On 9 March, the Board held a workshop to draw out the strategic vision considering the Trust's strengths, challenges, opportunities and weaknesses. The main strategic outputs from the workshop are:

- Establish the Trust as a strong and well performing District General Hospital provider to complement the specialist and tertiary centres in the Cambridgeshire and Peterborough (C&P) Integrated Care System (ICS)
- Be a leading partner in the C&P Integrated Care System
- System leader for the North ICP to drive and host the development of system working in the Northern Alliance
- Be system leaders in shaping healthcare for our local communities

Based on the strengths and challenges, draft design principles have been drawn up for agreement (see slide 8 of the attached pack) to inform our future role and include:

- We will develop services in partnership and collaboration to ensure sustainable impact
- We will use a consistent framework when assessing or developing new pathways
- We will support staff wellbeing and experience and build closer links with the local businesses and institutes for building our human capital

Strategy Development Group

The next steps are to establish a Strategy Development Group which will include executive oversight, clinical and service user membership with an invitation to the commissioner and a lay member.

Wider engagement

We will share the board direction and design principles with stakeholders, starting with our staff and extending to our partners in the ICS. On 23 April we commence with the trust senior leadership, in the following weeks, we will involve other trust groups and also arrange open sessions across the three sites to get maximum input. We will seek their feedback on how we will deliver the board aims which will in turn be used to develop content for the strategy.