

Strategic Objectives
1. Delivering outstanding care and experience
2. Working together with local health and social care providers
3. Recruiting, developing and retaining our workforce
4. Improving and developing our services and infrastructure
5. Delivering financial sustainability

Trust Priorities 2021/2022	Strategic Risks	Supporting Objectives 2021/2022	Executive Director	Progress against Measure	Update	Target Date	Assurance Rating
'Recover safely' We will work with partners to fully recover services, provide good quality care and experience while addressing health inequalities	103346 103349 103350 103351 103352	Restore and achieve all cancer standards by Q4	COO	Behind	Slight improvement in 2WW performance and 28 day FDS but deterioration in 62 day.	31/03/2022	A
		Elective activity to exceed pre-pandemic levels	COO	Behind	No change	30/06/2021	A
		Reduce length of stay for inpatients in our hospitals by Q3	COO	Behind	No change	31/12/2021	A
		Introduce a new NHS 111 pathway for emergency care	COO	On track	On track	31/08/2021	G
		Enhance patient experience and diversity of our patient voice through engagement of minority / hard to reach patient groups	Chief Nurse	On track	On track	31/08/2022	G
		Evidence good quality of care through reduction of the measure of mortality (HSMR) to below 100	CMO & Dep CEO	On track	On track	31/03/2022	A
		Maximise safety, quality and patient experience in maternity by implementing Ockenden recommendations.	Chief Nurse	On track	On track	31/03/2022	G
		Put addressing health inequalities at the centre of all our plans and strategies	CMO & Dep CEO	On track	On track	31/03/2022	G
		Celebrate staff successes	CPO	On track	On track	31/03/2022	G
		Introduce individual health and wellbeing conversations by Q1	CPO	On track	Complete - launched week commencing 9/8/21	30/06/2021	G
Talent strategy to recruit, develop and retain staff Q2	CPO	On track	In progress	31/03/2022	G		
Extend e-Rostering to all staff, including Consultants by Q4	CPO	On track	Programme in place	31/03/2022	G		
Reduce maternity service vacancies to 5% by Q4	CPO	On track	Recruitment plan in place	31/03/2022	G		

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'Celebrate and support our staff' 'We will celebrate our staff and successes and ensure we provide support to our staff and develop them for the future'	103345 103348	Work with Health Education Institution providers to increase student numbers	CPO	On track	In progress	31/03/2022	G
		Widen participation and workforce diversity to recruit staff from local communities	CPO	On track	In progress - plan in place	31/03/2022	G
		Facilitate staff movement between STP healthcare providers	CPO	On track	Digital passport pilot starting for junior Doctors	31/03/2022	G
		Increase agile and flexible working	CPO	On track	Agile working clause in all adverts and JD's. Agile working policy in place. Agile working strategy and rollout scoped for external contractors	31/03/2022	G
		Achieve Associated University of Leicester status	CMO & Dep CEO	On track	On track	31/12/2021	G
		Embed quality improvements and transformation as part of our culture and support staff development	CSATO	On track	On track	01/12/2021	G
'Sustainability' 'We will work sustainably to further develop our services, finances and protect the environment'	103343 103344 103353	Commence the new build for Hinchingbrooke theatres	CSATO	On track	Enabling works have started. Awaiting outcome of the FBC.	01/03/2022	G
		New Urgent Treatment Centre at PCH	COO	Complete	Complete	01/06/2021	G
		Shared pathways with system partners	CSATO	On track	Respiratory, diabetes and cardiology, optometry, ophthalmology agreed and in place. Frailty has been agreed and is being scoped.	01/03/2022	G
		Develop Trust strategy for 2022 -2025	CSATO	On track	On track	01/12/2021	G
		Complete Stamford land sale and commence work on the new car park	CMO & Dep CEO	Behind	Frontier Estates have pulled out of the proposal to purchase the site for a nursing home due to the significant risks with the ground conditions.	31/01/2022	R
		Build our plans for maturity as a digital aspirant	CFO	On track	On track	31/03/2022	G
		Go live with the new shared care records with system partners	CFO	Behind	Delays with contract procurement award, due to be signed in September 2021. Go live planned for December 2021	30/09/2021	R
		Develop our environmental strategy	CFO	Behind	Strategic outline supported by HMC. Scoping of external support underway.	31/03/2022	G
		Achieve financial targets with a focus on the underlying cost base	CFO	On track	On track	31/03/2022	G
		Maximise the use of resources and improve productivity	CFO	On track	On track	31/03/2022	G
		Realise the benefits of our strategic investments	CFO	On track	On track	31/03/2022	G

Strategic Risk	Current Risk Score	Target Risk Score
103350: Risk of patient harm due to the Trust not sustaining effective patient flow which will negatively impact on waiting times, safety, patient and staff experience*.	20	10
103343: Risk to patient and staff safety at Hinchingbrooke Hospital due to old and non-compliant building*.	20	10
103348: The Trust does not have adequate plans in place to recruit, retain and maintain good levels of staff engagement and staff experience, and this could impact on the delivery of safe services for our patients and on patient experience*.	20	8
103352: There is a risk of non-compliance with regulatory indicators and national guidelines for maternity impacting on patient safety, quality and experience	16	4
103349: As a result of the ongoing impact of Covid-19, there is a risk that the Trust is not able to safely restore all local and specialist services to previous levels of capacity which results in increased waiting times and poorer outcomes and experience for patients	16	8
103346: There is a risk that failure to recognise and deliver fundamental standards of care impacting on patient safety, experience and regulatory requirements	16↑	8
103353: This is a risk the Trust is unable to achieve financial balance as a consequence of increased resource requirements to meet service pressures and the national financial architecture	15	10
103438: Risk that if we do not treat our data and information as critical assets we may fail to make good use of them to run the Trust, and fail to ensure adequate cybersecurity resilience (New Risk)	15	9
103344: Risk of major and / or repeated minor outages of technology infrastructure causing business interruption which impacts on the Trust being able to deliver safe and effective patient care at all times (Revised Risk)	15	5
103351: There is a risk that the recovery of Trust services perpetuates health inequalities	12	8
103345: The Cambridgeshire and Peterborough STP does not evolve into a fit for purpose integrated care system, leading to polarisation that does not address system inequalities and inefficiencies.	9	6

* Denotes top 3 strategic risk