

# PAPER

MC 07/2012

# Report to the Meeting of the Members’ Council

**9 February 2012**

**Update Report on Trust Strategy**

**For:Information**

**Executive Summary**

Oxford Health NHS Foundation Trust has developed, responsively, a new strategic framework. By way of summary, this document sets out the strategic drivers and enablers at the core of the strategic framework.These have been derived from a comprehensive strategic analysis. They are intended to capture the approach required to continually improve the safety, quality and experience for users of our services, and to grow and develop as a Foundation Trust.

The strategic drivers are:

* **Driving quality improvement**
* **Delivering operational excellence**
* **Delivering innovation, learning and teaching**
* **Developing our business**

The strategic enablers are:

* **Developing leadership, people and culture**
* **Getting the most out of technology**
* **Using our estate efficiently**

This report summarises our new approach to strategy and gives an overview of each of the drivers and enablers and how they will benefit patient care. The new approach was discussed in detail with Governors at a seminar on 31/1/12. The strategy sets a clear direction for further detailed planning & priorities for action.

**Recommendation**

The Members’ Council is asked to note the progress of the Trust’s strategy

**Authors and Titles:** Usmaan Rahman, Business Development Manager

**Lead Executive Director:** Clive Meux, Medical Director & Director of Strategy

1. **Introduction**

Oxford Health NHS FT previously focused on geographical expansion, achieving foundation trust status and integrating community services. The Trust is now in the process of developing a new approach to strategy and business planning with the Medical Director, (now additionally operating as Director of Strategy), leading the design of the Trust’s strategy and ensuring that it fully aligns with the needs of our service users.

The Trust’s vision is to provide ‘**Outstanding Care Delivered by Outstanding People’**; this drives the whole organisation to constantly aim to raise its service to the highest level and always ensuring that its staff can be their best, the best. The Trust’s values absolutely remain **Caring, Safe and Excellent**, no less.

**Local and National Context**

Nationally, there are huge financial challenges; the ‘Nicholson Challenge’, through the establishment of the QIPP (Quality, Innovation, Productivity and Prevention) programme, states that the NHS needs to make efficiency savings of between £15-20 Billion between 2011 and 2014. The Trust currently has a cost improvement target in the region of £51 million over the next five years. As there is close to zero growth in budgets and increasing demand for services, especially for people with complicated needs and from an ageing population, significant developments are required across the organisation so that it can continue to provide high quality services within the constrained financial climate.

It is essential that the developments made are transformational and innovative so as to meet the financial challenges and provide high quality services in an increasingly competitive healthcare market. New service models must be developed that reflect much greater integration of services, a strong response to new approaches to commissioning and the national introduction of care clustering in mental health.

1. **Strategic Drivers and Strategic Enablers**

Our strategic drivers and enablers have been developed following in-depth analysis of the external environment, national staff surveys and the requirements of our service users.



**Strategic Drivers**

The strategic drivers for the organisation, which include more detailed objectives and measurables, are:

* 1. **Driving Quality Improvement**

This driver encompasses safety, clinical outcomes and patient experience. It sets clear expectations of defined quality standards that are to be delivered consistently across all services within the Trust. The opportunities to provide services to patients via teams that are integrated not only geographically but also across mental, community and social care, as well as primary and secondary care, will increase the quality of service provided by the organisation and the experiences of patients while contributing to the QIPP programme.

* 1. **Delivering Operational Excellence**

We must be operationally efficient and effective and have the appropriate processes in place to ensure clinical services can deliver the best possible direct patient care in a timely manner; the right treatments, in the right place at the right time. The operational and management support services to clinical staff and teams must operate in the most productive fashion so that clinical staff can provide care unhindered by other concerns. Even in the tough financial climate, we aim to reinvest surplus into our services to develop an environment that is better equipped to meet patient needs.

A specific issue is the move away from block contracts towards a payment by results (PbR) model, initially for adult mental health services. This means we need to have the appropriate infrastructure and processes in place for this from April 2012.

* 1. **Delivering Innovation, Learning and Teaching**

It is essential that the Trust develops fuller partnerships with academic centres of excellence; more involvement with research will translate into better clinical practice and ensure, through innovation, that patients are provided with the latest and most effective treatments available, as staff develop their skills in a learning environment. We want to develop treatments and services that can prevent or cure illness, and dramatically improve the quality of life for patients. Those suffering with long-term conditions or medically unexplained symptoms must benefit from grater service integration.

* 1. **Developing our Business**

Building on a developing high reputation for provision of high quality services and special expertise, we want to ensure that the Trust only pursues new markets that, in their totality, will both benefit service users and their carers, and make the Trust as robust as possible. In such circumstances, the Trust will effectively pursue new business.

With the proposed changes outlined in the Health Bill, we will work more closely with other providers of clinical care (GP’s, other trusts, social services etc.) and Clinical Commissioning Groups to exchange information and better understand the needs of our local population and focus on improving outcomes for patients along an entire pathway of care.

**Strategic Enablers**

These underpin the strategic drivers and include the infrastructure and resources needed to facilitate functional changes.

* 1. **Developing Leadership, People and Culture**

Staff that work for Oxford Health NHS FT are fundamental to the success of the organisation and the quality of care that is provided to patients and they will be provided with the best possible support and training and development opportunities to ensure the best use of multiple skills.

It is essential that all staff have clear objectives at individual, team, divisional and organisational level; we need to demonstrate good leadership that promotes open communication at all levels and a supportive environment for staff and patients.

* 1. **Getting the most out of technology**

For our patients and staff to have the best possible experience, we need our Information and Communication Technology (ICT) to be maximally flexible and appropriate for the needs of not just our staff, but the patients we serve; we will look to increase our use of mobile technology, in particular, the use of TeleHealth solutions, to diagnose and report quickly and more efficiently, reducing the time that patients have to spend in hospital settings and improving the patient’s experiences and quality of life through more efficient and focused care.

* 1. **Using our Estate Efficiently**

We want patients to have the best experience with us; to achieve this, we will, where necessary, refurbish and build and also integrate and share estates within the organisation and, where possible, with partners, so as to deliver effective and efficient services. We will ensure our estate is managed to a high standard, is used most efficiently and we increase our involvement in sustainable development to reduce our carbon footprint; most importantly, this will promote a modern, safe and pleasant environment within which to receive and provide care for all.

**3.0 Next Steps**

The strategic framework was discussed in detail with Governors at a seminar on 31/1/12. This allowed a full and in depth discussion of the challenges faced by the Trust, in a national and local context, and then exploration of how the Trust intends to address these strategically (in much greater detail than can be provided in this written update). There was strong support expressed by the various Governors present for the new strategic approach that is being taken. The constructive dialogue between the Governors and the Medical Director and Director of Finance at the seminar was very much valued and following subsequent debate and agreement at the Trust Executive Board, the framework and how it is communicated has been modified to reflect that input.

The strategic framework will now be disseminated more widely and the Divisions will be supported to develop their detailed business plans without delay and in close alignment with the framework. The Division’s plans will then drive the Trust’s strategic plan, so as to enable the Trust to fully achieve its vision.

The Governors must be further involved in the development of the strategic approach of the Trust and it is hoped that this can be achieved through further seminars and other methods of effective collaboration.