Oxford Health NHS FT Strategic Development

Creating Our Vision Statement

1.0 Executive Summary

As part of Oxford Health NHS FT’s ongoing strategy development the Executive Board reviewed Trust’s current vision statement; “To deliver excellent, high quality care, treatment and support which helps improve the health and well-being of the individuals and communities we serve”.

Following a facilitated Executive Board seminar on 29th November 2011 it is proposed that the following vision statement be adopted to support the strategic development and deployment throughout the organisation:

**“Outstanding Healthcare delivered by Outstanding People”**

The following paper outlines the process and rationale that was used to arrive at the draft vision statement.

2.0 Background

During the recent Board Seminar on Wednesday 9th November it was agreed that the organisation adopt a new organisational performance model based on the below:

At the heart of the new model is the strategic framework that has been produced following of the last few months of detailed strategic analysis work and focussed Board Seminars. The strategic framework that is now being developed by the Trust is summarised below:

It was agreed that a review of the Trust’s vision statement should be prioritised during the Board seminar and this review was conducted during an Executive Board seminar on 29th November.

3.0 Executive Board Seminar

**The Objective of the Meeting**

The objective of the meeting held on the 29th November was to:

* To agree Oxford Health NHS FT’s new vision statement.
* To Agree the next steps for stakeholder communication and engagement.

The Executive Board seminar was facilitated by Julie Waldron and attended by Mike McEnaney, Clive Meux, Stephen Cass, Yvonne Taylor (on behalf of David Bradley), Justinian Habner and Daniel Leveson.

4.0 Features of an Effective Vision

**The Purpose of Our Vision**

Our Vision should be a long-term view that defines the way we will look in the future or describes what the world we work in will be like. Our vision should provide an image of the future that we aspire to create and the kind of organisation that we intend to become in order to have our intended impacts.

**Our Vision Statement**

Our Vision Statement needs to clarify the direction in which we want the organisation to move and must be worded in such a way to give our employees a larger sense of purpose. The vision statement must be worded in engaging language to reach out and grab people and it should create a vivid image in people’s heads that provokes emotion and excitement and creates enthusiasm as well as challenges people. These are essential to support the strategy development and deployment process.

For employees, it should give direction about how they are expected to behave and inspires them to give their best. When shared with our patients and communities that we work in, it shapes their understanding of why they should choose us as their healthcare provider.

When developing the Vision Statement the Executive Boad asked the following questions:

1. What will our business look like 3 years from now?
2. What new things do we intend to pursue?
3. What future patient needs do we want to satisfy?

5.0 Summary of Discussions

The Executive Board reviewed the existing Vision Statement and agreed that the current establishment of a new way of working was an essential time to refresh the vision. It was felt that the current vision was too long and generic and might not inspire staff that work for the Trust and patients, families and carers who use the Trust’s services.

It was agreed that the vision statement must differentiate Oxford Health NHS FT from other similar Trusts and agreed that the vision should be something that might always be out of reach but must encapsulate our core values of being caring, safe and excellent. It was also felt to be important that the Trust’s vision is something that patients, families and carers can judge the Trust on.

A number of vision statements from other healthcare organisations and other industries were reviewed and strengths and weaknesses identified. The discussion then turned to agreeing what wording would best serve as the new vision statement for Oxford Health NHS FT.

The following vision statement was created, discussed and agreed by the Executive Board: **“Outstanding Healthcare Delivered By Outstanding People”** and it is recommended that the Board of Directors endorse this new vision statement.

6.0 Leadership of the Vision

What we do with the new vision will determine how successful the new way of working is adopted and embedded in the culture of the organisation. The messages involved in strategic development will probably have strong competition from other day-to-day communications so it is important that we communicate it frequently and powerfully and embed it within everything that we do.

It is important that we talk about the vision at every opportunity that we get; it should be used to make decisions and solve problems. When it is fresh in everyone’s minds people will remember it and respond to it.

6.0 Next steps

* The Board of Directors is asked to endorse the new vision statement for Oxford Health NHS FT.
* The new vision is used to develop the Trust’s strategy and incorporated into the business planning cycle.
* The Communication Team develops a stakeholder communication and engagement strategy in line with the strategic development plan.

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