

# Report to the Meeting of the

# Oxford Health NHS Foundation Trust Board of Directors

**BOD 68/2020**  
(Agenda item: 9)

**DRAFT Trust Strategy – development update**

**For: Information**

This cover report provides the Board of Directors with a summary update on the development of the Trust’s five year strategy (full draft document attached). This work began in 2019 in order to produce a strategy for the start of 2020/21 however the Trust’s Covid-19 response and recovery activity interrupted its development. Work resumed again in August 2020 to update the strategy to reflect the changed strategic context and changes in Trust leadership.

Board are asked to note the latest draft of the Trust Strategy, provide any feedback to inform its final development, and confirm that the final draft can return for approval to the January 2021 Board.

**Introduction**

This cover report provides the Board of Directors with a summary update on the development of the Trust’s five year strategy (full draft document attached). This work began in 2019 in order to produce a strategy for the start of 2020/21 (a draft come to Board in March 2020) however the Trust’s Covid-19 response and recovery activity interrupted its development. Work resumed again in August 2020 to update the strategy to reflect the changed strategic context and changes in Trust leadership.

The updated draft strategy has been developed to:

* reflect the Trust’s Covid-19 response and recovery and the impact and learning from this work;
* capture focus areas and priorities from a new in Chief Executive (Summer 2020);
* the development of stronger internal links to the Trust’s Strategic Assurance Framework & Integrated Performance Management Framework;
* reflect and build on a positive new level of external collaboration (driven by the Covid-19 response) with partner organisations in the wider health and care system.

**Development of the Trust Strategy**

The full draft document of the strategy is attached for Board review. Key changes to the draft have been developed through senior leadership meetings and Board seminars (September – November 2020), and the Council of Governors (18 November 2020). Board are asked to note:

*Vision* – a new vision statement of ‘Outstanding care by an outstanding team’ is proposed in order to capture the collaborative culture of the Trust. Outstanding team-working was a key feature of the Trust’s response to the Covid-19 pandemic. It is proposed that this, and the Trust’s ambitions for continued development of collaborative working and organizational development, be reflected in the Trust vision statement. The Trust will work towards realising its vision by working together to deliver the best for communities, its people (workforce), and the environment.

*Values* – the Trust values of Caring, Safe and Excellent will continue unchanged.

*Strategic objectives* – four new strategic objectives have been set-out focused on the themes of: Quality, People (workforce), Sustainability, and Research and education. The four new strategic objectives in full are:

1. Deliver the best possible care and outcomes
2. Be a great place to work
3. Make the best use of our resources and protect the environment
4. Become a leader in healthcare research and education

*Key focus areas and metrics* – in order to shift strategy into delivery, each strategic objective has been developed in a set of key focus areas. The purpose of the key focus areas is to break down the strategic objectives into discrete elements/workstreams and then to link these to measures and metrics (and NHS Long Term Plan metrics where applicable) so that progress can be monitored and metrics be updated annually (or as required). The Trust is using the ‘Objective Key Result’ (OKR) approach to identify and agree individual metrics. Development of a final set of key focus areas and OKRs will be completed over December 2020 and will be included in the January final version of the Trust Strategy.

**Next steps**

With Board’s approval, the final development of the Trust Strategy will take place over December and early January. Next steps include:

* Final draft of the Trust Strategy to OHFT Board in January 2021;
* Development of an approach to communicate and promote the new strategy to Trust staff, patients, carers & families, and system partners – over January/February 2021;
* Work to create a designed summary version of the Trust strategy – over January/February 2020;
* Promotion of new Trust strategy to staff, patients, carers & families, and partners – from February/March 2021.

**Governance Route/Escalation Process**

This report has been prepared for Board only. Updates on the development of the Trust strategy have been given to Executive Management Team, Board members, and the Trust’s Council of Governors.

**Statutory or Regulatory responsibilities**

This report has been produced for Board and summarises the development of a plan document setting out the Trust’s strategic context and objectives.

**Recommendation**

Board are asked to note the latest draft of the Trust Strategy, provide any feedback to inform its final development, and confirm that the final draft can return for approval at the January 2021 Board.

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