

Report to the Meeting of the Oxford Health NHS Foundation Trust Board of Directors

Trust Strategy – final draft

14 April 2020

BOD 17/2021 (Agenda item: 7)
--

Introduction

The Trust refreshes its overarching organisational strategy on a five-year rolling cycle. The previous strategy expired in December 2019 and the original planned start date for the new strategy was April 1st 2020.

However, due to the immediate need for the Trust to respond to the COVID pandemic, work to complete the draft strategy had to be suspended until Autumn 2020.

This cover sheet accompanies the final version of the Trust Strategy and has been updated to include:

- changes to the strategic context and the new ways of working as a consequence of COVID
- the latest position in terms of the NHS Long Term Plan and the Trust’s commitment to the aims
- changes in the Buckinghamshire, Oxfordshire and Berkshire Integrated Care System (ICS)
- a summary of the government’s reform proposals for the NHS published in the February 2021 White Paper (Integration and Innovation) and the implications and opportunities of these proposals for the Trust.

Updates and improvements have also been made following development sessions most recently with the Board and the Council of Governors. A draft document has also been shared for awareness and for contributions from system partners.

Key Headlines:

- The Trust has updated its vision from the previous strategy. The new vision is **‘Delivering outstanding care by an outstanding team’**
- The Trust’s values remain as **Safe, Caring and Excellent**

- For the strategic period 2021 – 2026, the Board of Directors has set out **four key strategic objectives**:
 - Delivering the best possible care and health outcomes
 - Be a great place to work
 - Make the best use of our resources and protect the environment
 - Become a leader in healthcare research and education

- The Trust has adopted a new way of managing and reporting on progress against its strategic aims. Each strategic objective has a set of **Objective Key Results (OKRs)** that enable the Board of Directors to track performance. These will be regularly reported using a new Integrated Performance Report (IPR)

- Once the Strategy has been formally approved by the Board of Directors, this document will form the basis of a revised **Programme Delivery** approach that will be **overseen** by the Trust's Executive Management Committee.

Next steps:

The Board of Directors is asked to review the final strategy document and provide its formal sign off. The document will then be published on the Trust's website and used as a reference for the Board over the next five years.

Governance Route/Escalation Process

The Trust strategy has been reviewed and agreed by the Executive Management Committee and in separate sessions with the Board of Directors. The specific section on the development of the Trust Strategy has been shared and developed with the support of the Council of Governors. This document is now the final version and the Board of Directors are asked to give their final approval before publication.

Statutory or Regulatory responsibilities

The Trust Strategy has been produced for the Board of Directors and will be presented when required to Regulators or in support of statutory responsibilities.

Recommendation

The Board are asked to review and give their final approval for this document to be published.

Authors: Martyn Ward – Director of Strategy & Chief Information Officer
Ben Cahill – Strategy & System partnerships manager

Lead Executive Director: Martyn Ward - Director of Strategy & Chief Information Officer