

To:	Trust Board
From:	Kevin Turner, Deputy Chief Executive Martin Rayson, Director of HR and OD
Date:	8 th May 2019

Title:	Our Five Year Strategy										
Author:	Karen Sleigh, Head of 2021 Programme										
Purpose of the Report:	The purpose of this report is to provide the Trust Board with our final five-year strategy building on from our 2021 vision.										
The Report is provided to the Board for:	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 50%; text-align: center;">Decision</td> <td style="width: 5%;"></td> <td style="width: 50%; text-align: center;">Discussion</td> <td style="width: 5%; text-align: center;">✓</td> </tr> <tr> <td style="text-align: center;">Assurance</td> <td></td> <td style="text-align: center;">Information</td> <td style="text-align: center;">✓</td> </tr> </table>			Decision		Discussion	✓	Assurance		Information	✓
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Assurance		Information	✓								
Summary/Key Points:	<ul style="list-style-type: none"> • Background • Developing our Strategy for publication • 2021 Communications Strategy 										
Recommendations	<p>The Board are asked to:</p> <ul style="list-style-type: none"> • Note the final five-year strategy for the Trust, with 2021 being a key milestone. 										
Strategic Risk Register	<p>The 2021 Strategy sets out the vision for striving for excellence in Rural Healthcare being delivered through clear ambitions that have been supported by the strategic priority setting, which provides the objectives to be monitored for the risk of delivery through the Board Assurance Framework.</p>										
Performance KPIs year to date	<p>The Trusts Performance Framework outlines the performance of the Trust to deliver KPIs to achieve our 2021 vision.</p>										
Assurance Implications	<p>This paper forms part of the governance assurance of the Trust for the implementation of our five-year strategy.</p>										
Patient and Public Involvement (PPI) Implications	<p>There will be further communication and engagement to provide updates to our staff, patients and the public to communicate the delivery of our strategy.</p>										
Equality Impact	<p>There will be an Equality Impact Assessment conducted as part of the consultation and engagement processes.</p>										
Information exempt from Disclosure – No											

Requirement for further review? Yes

1. Purpose of the Report

- 1.1 The purpose of this report is to present to the Trust Board our final five-year strategy, which highlights 2021 as a key milestone.

2. Recommendations

- 2.1 That the Trust Board notes the five-year strategy, with 2021 being a key milestone.

Summary of Key Points

Background

- 3.1 The 2021 Strategy Route Map was launched at the end of 2017. The launch was promoted through a wide variety of communication and engagement activities, which included a poster campaign around all ULHT sites, supported by Big Conversations and the Executive and Non-Executive “Walkabouts”, staff briefings and Senior Leadership Forum presentations. These events identified that staff recognise the 2021 Strategy as a brand for setting the future direction of the Trust.
- 3.2 This year, we have refined our strategic planning, focusing on setting out our purpose and vision for the Trust, together with resetting our strategic objectives against our strategic ambitions, together with identifying strategic and tactical priorities.

Developing our Strategy for publication

- 3.3 This Strategy has built on the 2021 journey over the last couple of years, and is building on our consultation and engagement with staff, volunteers, patients, carers and our key stakeholders to set out clear ambitions for the Trust. The 2021 brand has traction within the Trust, but we need to set out our five-year longer-term strategy, which takes us beyond 2021.
- 3.4 This strategy sets out our intended journey towards excellence, with 2021 being a key milestone. It sets out our intention to put our patient’s right at the centre of everything we do. We want to clearly outline the changes we need to make, together with our wider health and care system, to improve the quality of care we provide and help our staff to come on this journey with us.
- 3.5 We will be moving away from reactive, hospital-based treatment where we can, towards proactive healthcare for the people of Lincolnshire. We intend to deliver continuously improving services that provide value for money services and are delivered by skilled staff across the whole Trust.
- 3.6 Resetting our strategy, to become a five-year strategy, and emphasising 2021 as a milestone, has been supported by reshaping our purpose and vision:

Our purpose

“We are here to deliver the most effective, safe and personal care to every patient through our team of safe, skilled, compassionate, dedicated and valued staff.”

Our vision

“We will provide excellent specialist care to the people of Lincolnshire, and collaborate with our local partners to prevent or reduce the need for people to be dependent upon our services.”

- 3.7 To ensure the delivery of our vision, we have shaped our ambitions with our staff, volunteers, patients and key stakeholders. Through our new approach to strategic planning this year, we have identified an additional ambition to reflect our health and care system partners, and the delivery of our future care system.
- 3.8 We want to be aspirational, celebrate the talented staff that we have, and be recognised for learning and improving together. To demonstrate how we will deliver our vision, we have set the following four ambitions:
- **Our Patients:** Providing consistently safe, responsive, high quality care.
 - **Our Services:** Providing efficient, effective and financially sustainable services.
 - **Our People:** Providing services by staff who demonstrate our values and behaviours.
 - **Our Partners:** Providing seamless integrated care with our partners.
- 3.9 Our values have been designed by our staff, volunteers and patients and they are underpinned by our staff charter and our personal responsibility framework, which set out the expected behaviours of our staff. Our values are:
- **Patient-centred:** Putting patients at the heart of everything that we do, listening and responding to their needs and wishes.
 - **Safety:** Following ULHT and your own professional guidelines. Speaking up to make sure patients and staff are safe from harm.
 - **Excellence:** Striving to be the best that we can be. Innovating and learning from others.
 - **Compassion:** Caring for patients and their loved ones in ways we would want for our friends and family.
 - **Respect:** Behaving and using language that demonstrates respect and courtesy of others. Zero tolerance to bullying, inequality, prejudice or discrimination.
- 3.10 Our vision has high quality patient-centred care at the heart of everything we do. We want to build a reputation for being a learning organisation supported by Centres of Excellence. We want to encourage our staff and patients to develop ideas for improving the way we deliver our services, ensuring that we are valuing our patient’s time.
- 3.11 We have taken a different approach to identifying our priorities and agreed on our most important improvements we have to make. We have set some longer-term, very

ambitious, objectives, which will be the focus of our improvement energies. To deliver our ambitions, we have set the following seven objectives:

- **Deliver harm free care.**
- **Value our patients' time.**
- Have '**zero waits**' to access our services.
- Ensure that our services are **sustainable** on a long-term basis i.e. here to stay.
- Have a **modern and progressive workforce.**
- Work as **one team.**
- Make sure that the care given to our patients is seamless between ULHT and other service providers through better **service integration.**

3.12 To support the delivery of our ambitions and objectives, we have also set strategic and tactical priorities. We have 8 strategic priorities:

- Learning and safety culture
- Estates and facilities
- Financial recovery plan
- Digitalisation
- Future workforce
- One team
- Quality Improvement Programme
- Partnership working – Integrated Community Care (ICC) in Lincolnshire

3.13 There have also been key developments over the last year to design and deliver our new Trust Operating Model (TOM). The TOM 'go live' date was set early in the programme as the 1st April 2019. This has been a complex, inclusive programme, which has aimed to:

- Move to a new operating model to reduce the tensions that pull service areas into meeting day-to-day activity, at the expense of delivering and driving the transformational changes needed to meet our 2021 vision.
- Strengthen roles and review team structures, which has led to the restructuring of the x15 Clinical Directorates into x4 Divisions, with triumvirate models, supported by x13 Clinical Business Units and 40 Clinical Services has directly affected just over 100 posts.
- Reconfirm governance new ways of working arrangements.
- Develop staff to address cultural issues.

- 3.14 Whilst the redesign of our clinical services is dependent upon the wider health and care transformation, through the Acute Service Review (ASR) and the delivery of our Clinical Strategy, reshaping our operating model is our response to facilitating teams deliver the day-to-day activity whilst driving the transformational changes needed to meet our 2021 vision.
- 3.15 We have been continuing to deliver improvements through our 5 Improvement Programmes, which we have been highlight reporting their progress through to the 2021 Programme Board. Together with finalising and refreshing our key enabling strategies to align our strategic intentions across the Trust.
- 3.16 All these contributions have been aligned to the development of our strategy, which is attached at **Appendix A**.
- 3.17 It is important to note that our strategy has included our Patient Representatives in writing it.

2021 Communication Plan

- 3.18 There is refreshed Communications Strategy to support the re-launch of the Strategy and share our vision for ULHT with our staff and public, as well as what we have achieved so far under the 2021 banner.
- 3.19 Each of the five individual Improvement Programmes have their own communication plans, which will link into the overarching Communications Strategy.