

<b>To:</b>	Trust Board - Public
<b>From:</b>	Kevin Turner, Deputy Chief Executive
<b>Date:</b>	26 January 2018
<b>Essential Standards:</b>	Strategic Objectives 01-06

<b>Title:</b>	2021 Strategy										
<b>Author/Responsible Director:</b> Kevin Turner											
<b>Purpose of the Report:</b> To update the Board on the progress of the 2021 Strategy and to agree next steps											
<b>The Report is provided to the Board for:</b>											
<table border="1" style="width: 100%;"> <tr> <td style="width: 50%;">Decision</td> <td style="width: 10%; text-align: center;">✓</td> <td style="width: 50%;">Discussion</td> <td style="width: 10%; text-align: center;">✓</td> </tr> <tr> <td>Assurance</td> <td style="text-align: center;">✓</td> <td>Information</td> <td></td> </tr> </table>		Decision	✓	Discussion	✓	Assurance	✓	Information			
Decision	✓	Discussion	✓								
Assurance	✓	Information									
<b>Summary/Key Points:</b>											
<ul style="list-style-type: none"> <li>The Trust formally launched the 2021 Strategy in late November 2017.</li> <li>Responding to the messages from the launch, the 2021 Programme Board have agreed the next steps culminating in the Board being asked to agree the final strategy in Q1 of 2018/19.</li> <li>The paper provides an update on the preparatory work within the Trust on the Clinical Strategy and the intention to synchronise as far as possible with the STP review of services.</li> </ul>											
<b>Recommendations:</b>											
The Board is asked to:											
<ul style="list-style-type: none"> <li>Note the progress since the formal launch of 2021;</li> <li>Agree the next steps, including the finalisation of the Strategy in Q1 of 2018/19; and</li> <li>Consider how the Board wishes to engage in the shaping of the strategy prior to its finalisation in Q1 2018/19.</li> </ul>											
<b>Strategic Risk Register</b>		<b>Performance KPIs year to date</b>									
The 2021 strategy will mitigate the strategic risks in the BAF/SRR		To be determined for 2018/19									
<b>Resource Implications (eg Financial, HR)</b> None related to this update											
<b>Assurance Implications</b> This provides assurance on the 2021 process											
<b>Patient and Public Involvement (PPI) Implications</b> The 2021 Programme has been built upon the outcomes of engagement work relating to its development											
<b>Equality Impact</b> An Equality Impact Analysis will be developed for the final 2021 Strategy											
<b>Information exempt from Disclosure</b> No											
<b>Requirement for further review?</b> Yes by FPIC and Board oversight											

## 2021 UPDATE

### 1. Purpose

- 1.1. The purpose of this report is to update the Board on the progress of the 2021 Strategy following its launch in the last week of November 2017; and to agree the next steps.

### 2. Background

- 2.1. At its meeting on 7 November 2017 the Board supported the process of developing the 2021 Strategy and in doing so formally agreed to launch the strategy within the Trust at the end of November 2017. The launch and supporting material drew together the cornerstone Vision, Aims and Programmes previously discussed and agreed by the Board. In addition the 2021 launch included the launch of the agreed Staff Charter.

### 3. The Launch

- 3.1. The first phase of the launch consisted of set piece events across the Trust's sites supported by a promotional poster campaign. These events were then followed up with Executive and Non Executive visits scheduled across 160 areas throughout December 2017 and January 2018.
- 3.2. The visits, on the whole, have been well received and some of the key messages emerging have been:
  - That there is a good recognition of the strategy.
  - That staff have welcomed the face to face engagement.
  - A strong desire to know about how they can get involved and shape our future.
  - A desire to see more good news stories about our patient care.
  - A positive response to the Staff Charter.

### 4. Next Steps

- 4.1. At its meeting on 5 January 2018, the 2021 Programme Board considered the next steps and agreed, in response to the above issues, that:
  - the senior leadership within the Trust should now take a more active leadership role in leading engagement within their teams and aligning team and individual objectives to the 2021 objectives.
  - a People Reference Group will be established for each of the five programmes of work to harness views from staff, volunteers and patients.
  - a comprehensive communication and engagement plan will be developed by the end of January 2018.
  - a Quality Improvement Programme will be delivered by the end of March 2018. Funded by HEE, the programme will provide practical skills and support for 200 individuals to complete an improvement piece of work,

and in doing so support the development of a change model to underpin the 2021 programme.

Appendix 1 provides an updated summary of the paper discussed at the 2021 Programme Board.

- 4.2. In addition to the issues considered by the 2021 Programme Board, the biggest single theme from the 2021 discussions was a desire to have clarity about the future shape of our clinical services, whilst recognising the role of the Lincolnshire STP and CCGs in developing this.

By way of updating on progress:

- Within the Trust the Clinical Services Redesign Programme work continues to develop thinking about options for future service configuration, working with clinicians across the Trust in doing so. It remains our intention to complete this thinking to inform the finalisation of our 2021 Strategy in Q1 of 2018/19.
- The Trust is also supporting the Lincolnshire STP in completing the preparatory work about service reconfiguration options for the future, prior to CCGs and the STP embarking on wider engagement and, where appropriate, public consultation. This preparatory work is founded upon specialty engagement with the Trust, to ensure that any options developed are clinically well founded. This will continue to be progressed through the STP machinery, SET and the Lincolnshire Co-ordinating Board.

The intention in completing the above, is to synchronise the Trust's own Clinical Strategy and the development of service configuration options by the STP. It is anticipated that the preparatory phase of work will conclude in early April 2018.

- 4.3. 2021 sets out the Trust's agreed ambitions and objectives for our patients, our services and our people. As such the Board is now in a position to recast its strategic objectives and to renew and revise its BAF. At the scheduled Board Development Session on 8 February 2018, it is planned to:

- Shape and agree the BAF for 2018/19 and beyond in the context of our 2021 ambitions and objectives;
- Consider the strategic risks; and
- Establish our priorities for 2018/19 (see separate Board Paper).

## **5. Recommendations**

- 5.1. The Trust Board is asked to:

- Note the progress since the formal launch of 2021;
- Provide feedback and agree the next steps, including the finalisation of the Strategy in Q1 of 2018/19; and

<b>To:</b>	<b>Finance, Service Improvement and Delivery Committee</b>
<b>From:</b>	Kevin Turner, Deputy Chief Executive
<b>Date:</b>	

<b>Title:</b>	<b>Next steps for continuing the promotion of the 2021 Strategy</b>										
<b>Author:</b>	Karen Sleigh, Head of 2021 Programme										
<b>Purpose of the Report:</b>	<p>The purpose of this report is to provide the Finance, Service Improvement and Delivery Committee with an update on the:</p> <ul style="list-style-type: none"> <li>• Next stages to delivering the 2021 Strategy</li> </ul>										
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<b>Summary/Key Points:</b>	<p>To provide the Finance, Service Improvement and Delivery Committee with an update on:</p> <ul style="list-style-type: none"> <li>• Developing the Communication, Consultation and Engagement Plan for 2021</li> <li>• The Senior Leadership Forum members to lead engagement in their teams for the 2021 Strategy</li> <li>• The set-up of 2021 People Reference Groups to support each of the five 2021 Improvement Programmes</li> <li>• The set-up and delivery of a Quality Improvement Programme</li> </ul>										
<b>Recommendations:</b>	<ul style="list-style-type: none"> <li>• That the Finance, Service Improvement and Delivery Committee notes the progress of strengthening our engagement to support the 2021 Strategy and the delivery of the People Strategy.</li> </ul>										
<b>Strategic Risk Register</b>	<b>Performance KPIs year to date</b>										
The risk around staff engagement forms part of the Integrated Strategic Risk Register and Board Assurance Framework.	The People Strategy identifies key targets to improve engagement.										
<b>Resource Implications (e.g. Financial, HR)</b>	The engagement activities have been pulled together through existing resources, together with additional funding from HEE for the Quality Improvement Programme.										
<b>Assurance Implications</b>	The 2021 Programme Board provides the assurance for the 2021 engagement activities through the “Developing the workforce to meet future needs” work stream.										
<b>Patient and Public Involvement (PPI) Implications</b>	There is ongoing internal and external consultation and engagement activity.										
<b>Equality Impact</b>	There is work being undertaken to develop an Equality Analysis for the 2021 Strategy and supporting Programmes.										
<b>Information exempt from Disclosure – Yes</b>											
<b>Requirement for further review? Yes</b>											

## 1. Purpose of the Report

1.1 The purpose of this report is to outline the proposals for the next stages of the 2021 Strategy launch, which covers:

- **Developing the Communication, Consultation and Engagement Plan for 2021**

There is ongoing work to bring together an overall plan for internal and external communication, consultation and engagement, to coordinate and align all of the decisions and opportunities for involvement in making the changes to achieve the 2021 Ambitions and shaping the 2021 Vision.

- **The Senior Leadership Forum members to lead engagement in their teams for the 2021 Strategy**

To support the Senior Leaders of the Trust to lead engagement with their teams about the development and delivery of the 2021 Strategy. This will include an initial piece of work for them to agree with their teams how their work and objectives map across to the 2021 ambitions, together with identifying ideas for improvement.

- **The set-up of 2021 People Reference Groups to support each of the five 2021 Improvement Programmes**

To introduce 2021 People Reference Groups which will be aligned to each of the 2021 Improvement Programmes. The aim of these reference groups is to develop a vehicle for involvement in the participation of change and to support individuals to be champions of the 2021 Strategy in the Trust by bringing ideas forward into each of the 2021 Improvement Programmes and to provide a mechanism for continuous consultation and engagement on the development and delivery of the 2021 Strategy.

- **The set-up and delivery of a Quality Improvement Programme**

The development and delivery of a Quality Improvement Programme as agreed by the Executive Team on the 13<sup>th</sup> December 2017, consisting of external consultant support funded by HEE for 200 individuals to go through the programme. The aim is for all the individuals on the programme to complete an improvement piece of work by the end of March 2018. This could include an existing piece, which will support the development of the Trusts Change Model and delivery of change activities to meet the strategic ambitions of the 2021 Strategy.

## 2. Recommendations

2.1 That the Finance, Service Improvement and Delivery Committee notes the progress of strengthening our engagement to support the 2021 Strategy and the delivery of the People Strategy.

### **3. Reasons for Recommendations**

#### **Developing the Communication, Consultation and Engagement Plan for 2021**

- 3.1 There are various communication, consultation and engagement plans being developed and delivered for the 2021 Strategy, together with more detailed plans for each of the 2021 Improvement Programmes.
- 3.2 Bringing together the key delivery milestones and activities across the whole of the 2021 Strategy and the Improvement Programmes will enable a cohesive roadmap of communications, consultation and engagement activities into a supportive roadmap and provide forward planning for consistency of key messaging.

#### **The Senior Leadership Forum members to lead engagement in their teams for the 2021 Strategy**

- 3.3 To provide a platform for Senior Leaders in the Trust to take responsibility and accountability for leading and developing engagement on the 2021 Strategy in their teams.
- 3.4 This will include an initial piece of work for Senior Leaders to work with their teams to identify how their area objectives map across to the 2021 Ambitions, together with identifying ideas for improvement.

#### **The set-up of 2021 People Reference Groups to support each of the five 2021 Improvement Programmes**

- 3.5 One of the key messages from the 2021 Strategy Launch events and Divisional and Ward visits from staff has been, how and when will more detailed information be available about the future of their services and how can they get more involved. In response to this, the 2021 Programme Board has agreed to set People Reference Groups aligned to each of the 2021 Improvement Programmes. This will provide an engagement and involvement infrastructure which can be promoted and published to demonstrate inclusion in key decision making and promotion of the delivery of the 2021 Strategy.
- 3.6 To develop a convincing and robust approach there is a need for the Reference Groups membership to be a representative sample of our people across the Trust, across grades, specialties and sites to participate in proposing and shaping the delivery of change for the Trust.

#### **The set-up and delivery of a Quality Improvement Programme**

- 3.7 To deliver the Quality Improvement Programme as agreed by the Executive Team on the 13<sup>th</sup> December 2017, consisting of external consultancy support for 200 individuals to go through the programme and complete an individual improvement piece of work by the end of March 2018.
- 3.8 This programme will support the developing Change Model for the Trust together with providing an opportunity to accelerate localised change

activities, through the building of skills and provision of tools and techniques, which will link through to the communication planning and feedback on promoting the achievement of excellence outlined by the 2021 Ambitions.

## **4 Summary of Key Points**

### **Developing the Communication, Consultation and Engagement Plan for 2021**

- 4.1 The Trust has been developing a compelling shared direction of travel with the launch of the 2021 Strategy, setting out our new vision, “Excellence in Rural Healthcare”, our strategic Ambitions and our Improvement Programmes which are underpinned by our organisational values and behaviours supported by embedding our Staff Charter.
- 4.2 This new vision for the Trust has been shaped by various internal and external engagement activities, which has included the “Big Conversation” event held in June 2017 across Lincoln, Boston and Grantham.
- 4.3 The first phase of the 2021 vision launch was through the 27<sup>th</sup> and 30<sup>th</sup> November events across Trust sites supported by a promotional poster campaign. There were 238 attendees in total at the events, of which 57 individuals volunteered to be 2021 Ambassadors.
- 4.4 These launch events have been followed up with Scheduled Executive and Non-Executives, supported by Senior Managers, Departmental and Ward visits across sites. Overall 160 areas were scheduled to be visited throughout December and January, which has involved more than 300 staff so far.
- 4.5 Some of the key messages from staff from these visits are that they:
  - Have recognised the 2021 Strategy from the promotional materials.
  - Welcome information from various forms of media, but favour face to face communication.
  - Want to know more about how their service will change and how it will affect them.
  - Want to know more about how they can get involved and shape our future.
  - Would like to see more good news stories of our patient care.
- 4.6 There is ongoing work to ensure there is a clear narrative for our staff and patients to understand the 2021 vision.
- 4.7 Through the 2021 Programme Board there is work to bring together all the key milestones from each of the 2021 Improvement Programmes which will shape the detail for the 2021 Strategy, and provide the platform to develop our Communications, Consultation and Engagement Planning. The final strategy is scheduled to be completed for April 2018 and published in May 2018.

## **The Senior Leadership Forum members to lead engagement in their teams for the 2021 Strategy**

- 4.8 A key success factor for local understanding and embedding the 2021 Strategy is through strong local leadership and having access to information and support to make local change.
- 4.9 There will be ongoing work to support our leaders in the organisation to take the local lead to develop engagement on the 2021 Strategy in their teams. They are the key conduit to pass on key Trust messages of change, but to also provide the local views of their teams on the impact of change and ideas for improvement.
- 4.10 This will include an initial piece of work for leaders to work with their teams to identify how their area objectives map across to the 2021 Ambitions, together with identifying ideas for improvement.
- 4.11 There will be further work to support our leaders to embed the Staff Charter with the New Senior Leadership Forum being a key forum. Initially, the ideas will be provided for the 31<sup>st</sup> January Senior Leadership Forum to discuss the priorities for the Quality Improvement Programme to be delivered by the end of March 2018.
- 4.12 There will be further work to ensure that Senior Leaders can contribute how they will be working in their areas to deliver the 2021 for the Quarterly 2021 Newsletter.

## **The set-up of 2021 People Reference Groups to support each of the five 2021 Improvement Programmes**

- 4.13 The aim of the People Reference Groups is to widen the involvement in the development and delivery of changes of our 2021 Improvement Programmes:
- Improving quality and safety
  - Saving money and improving our environment
  - Redesigning our clinical services
  - Delivery productive services
  - Developing the workforce to meet future needs
- 4.14 There will be five groups set up, one for each of the Improvement Programmes which will include our staff, volunteers and our patients.
- 4.15 The target is to have at least 30 people on each of the five groups, which will meet bi-monthly to discuss the key issues of each of the Improvement Programmes. The groups will be chaired by the respective Executive Team member, who is the Senior Responsible Officer for the Improvement Programme. The intention is to support the members to be the 2021 Ambassadors for the Trust. The groups will be refreshed each year to widen the involvement and ownership of the 2021 vision.



- 4.16 The idea for setting up People Reference Groups has come from the feedback of the 2021 Launch events, with the aim to widen the involvement in the development and delivery of changes through our 2021 Improvement Programmes.

### **Key Principles**

- 4.17 An important principle is that this will provide a refreshing forum for staff to be involved at the very early stages of planning instead of being consulted on about plans which have already been decided upon.
- 4.18 It is envisaged that by coming to these reference groups our staff, volunteers and patients will be getting a better understanding of why things must change and that this is different, and that they are part of shaping the change.
- 4.19 We are also developing our approach to managing our 2021 ideas to ensure that they feed into the 2021 vision and Improvement Programmes and that we can manage improvement and provide support for improvement initiatives together with ensuring a robust feedback on “You Said We Did”.

### **The set-up and delivery of a Quality Improvement Programme**

- 4.20 There has been work to develop a Change Model for the Trust. As part of this, the Executive Team have agreed a Quality Improvement (QI) programme, which is consisting of external consultancy support funded by HEE for 200 individuals to go through the programme by March / April 2018.
- 4.21 The aim of the programme is for individuals to complete an improvement piece of work, which could be an existing or a new piece of work, being supported through three workshops on the use of improvement tools.
- 4.22 At the end of the programme we will bring together the pieces of work into a catalogue of case studies to promote.

### **Key Principles**

- 4.23 The principles are:
- Linking with and guided by the 2021 Strategy and underpinning values and behaviours.
  - Feeding back what is learned (good and bad).
  - Practical application of improvement tools and techniques.
  - Building local capacity to sustain QI long term.
  - Face to face support on site – before and during the programme.
  - Focus on measuring and reporting the impact of the programme.
- 4.24 The QI programme will be supported by continued monitoring to provide the evidence to be able to report back to HEE and form reporting back through to the 2021 Programme Board.

- 4.25 Currently individuals have been nominated by the Senior Leaders of the Trust who will also provide areas for improvement to be worked on.
- 4.26 These areas and those of the 2021 ideas already collated will provide a pool of initiatives that could be allocated to individuals.
- 4.27 The 2021 Programme Board have also agreed to the production of a quarterly 2021 Newsletter to collate updates from the Improvement Programmes and activities from the People Reference Groups and Quality Improvement Programme, together with promoting key messages outlined in the 2021 Communications, Consultation and Engagement Plan.

