

Strategy Development

Outline approach

What are we trying to achieve?

1. An articulation of our **anticipated journey** over the next 3-5 years that **staff own, understand and identify with**
2. A more **detailed plan** for the next 3-5 years, based on **evidence** and **measurable objectives**

Recommendation:

- Our recommendation is that we deliver **both of the above**
- This will require **engagement, analysis and coordination**
- The **outputs** of this work will be:
 1. A **summary** of the Trust's strategy for staff and the public
 2. An **underpinning** (and more detailed) **strategy** against which success can be measured

Approach

- We already have a **vision, values** and **strategic priorities** – the strategy should be based around the latter
- Our leading role in **transforming local health** and **care** services is an increasingly key theme that will need to be prominent and made real **throughout our strategy**
- To develop a strategy that is **meaningful** and **collectively owned**, the following ingredients are necessary:
 - Widespread **staff** and **public engagement**
 - **Evidence-based evaluation** of our present situation
 - The development of **measurable goals / objectives** (where there are pre-existing and agreed goals for a strategic priority, these will be incorporated)
 - Identification of **activities / programmes** that will achieve the goals / objectives

Phase 1 – Engage internally and commence evaluation (*July – August 2018*)

- **Engage internally:** Work with **senior leaders** (Board/TMT/SLT) to compile a long list of **goals** for the next 3-5 years for each strategic priority
- Commence **evaluation:** Assess **Trust's position** against a **range of measures**, carrying out **SWOT** and **PESTLE** analyses

Phase 2 – Engage externally and conclude evaluation (*September – October 2018*)

- **Engage externally:** Hold staff & public **engagement events** on the long list of goals compiled in phase 1
- Conclude **evaluation**

Phase 3 – Set and refine goals (*November – December 2018*)

- **Review** evidence-based evaluation, **SWOTs / PESTLE** and **goals** arising from staff and public engagement
- Based on the above, **refine goals** in support of each strategic priority and begin to shape associated KPIs
- Begin to **identify** the **programmes / activities** that will enable the goals to be achieved

Phase 4 – Finalise and launch (*January – March 2019*)

- **Finalise goals, KPIs** and underpinning **activities / programmes** with a particular **focus on year 1**
- **Draft and design summary** strategy (1-2 pages) for staff / public
- **Draft and design full strategy**, which will include analysis, goals, measures and supporting activities
- **Launch** to coincide with new financial year