

**Board of Directors Meeting in Public - Cover Sheet**

<b>Subject:</b>	Clinical Services Strategy		<b>Date: 4<sup>th</sup> April 2024</b>		
<b>Prepared By:</b>	Kevin Gallacher, Associate Director Planning & Partnerships				
<b>Approved By:</b>	Simon Roe, Deputy Medical Director				
<b>Presented By:</b>	David Selwyn, Medical Director				
<b>Purpose</b>					
To ratify the Clinical Services Strategy.				<b>Approval</b>	<b>X</b>
				<b>Assurance</b>	
				<b>Update</b>	
				<b>Consider</b>	
<b>Strategic Objectives</b>					
Provide outstanding care in the best place at the right time	Empower and support our people to be the best they can be	Improve health and wellbeing within our communities	Continuously learn and improve	Sustainable use of resources and estates	Work collaboratively with partners in the community
<b>X</b>	<b>X</b>	<b>X</b>	<b>X</b>	<b>X</b>	<b>X</b>
<b>Principal Risk</b>					
PR1	Significant deterioration in standards of safety and care				<b>X</b>
PR2	Demand that overwhelms capacity				<b>X</b>
PR3	Critical shortage of workforce capacity and capability				<b>X</b>
PR4	Failure to achieve the Trust's financial strategy				<b>X</b>
PR5	Inability to initiate and implement evidence-based Improvement and innovation				<b>X</b>
PR6	Working more closely with local health and care partners does not fully deliver the required benefits				<b>X</b>
PR7	Major disruptive incident				
PR8	Failure to deliver sustainable reductions in the Trust's impact on climate change				
<b>Committees/groups where this item has been presented before</b>					
Quality Committee Clinical Chairs Medical Managers					
<b>Acronyms</b>					
CSS - Clinical Services Strategy ICS – Integrated Care System					
<b>Executive Summary</b>					
<b>Background:</b>					
<p>The Clinical Services Strategy and its delivery plans have been co-developed and co-produced with our clinical and operational teams and brought together by the Office of the Medical Director supported by the Strategy and Partnership directorate.</p> <p>It is an integral part of the new strategic framework being employed by the Trust to underpin the 'Improving Lives' strategy which was launched by the Trust on the 7<sup>th</sup> March 2024.</p> <p>On Monday 25<sup>th</sup> March 2024 the Quality Committee approved the enclosed Clinical Services Strategy for submission to the April Board meeting for ratification.</p>					

**Further engagement and socialisation:**

Although the CSS will be published on the Trust Internet and Intranet pages it is not intended to be used as a public facing document in the same way as the Trust Strategy, with the main audience for the CSS being the Trust clinical, operational, and corporate support teams and clinical colleagues in the wider Nottingham and Nottinghamshire ICS.

Following ratification at Trust Board we will further socialise the CSS with clinical, operational, and corporate support teams, communicating this strategy both internally and externally. We will also encourage and empower our people to take practical steps to implement this strategy as well as to develop the *'In 2025/26 We Will'* delivery plan as set out in the next steps.

**Assurance of the *'In 2024/25 We Will'* actions:**

The Board strategy assurance framework that will underpin the new Trust strategy relies on the Sub Committees of Board owning and assuring themselves on the delivery of the supporting strategies, which taken together will contribute to the delivery of the strategic objectives and vision.

The overarching strategy assurance framework will be discussed at the Board of Directors workshop on the 25<sup>th</sup> April with the CCS component reflecting the Quality Committee preference to receive six monthly updates on the delivery of the *'2024/25 We Will'* actions as well as the work to be undertaken to refresh the CSS for 2025/26; year two of the CSS.

**Next steps:**

- Further engagement with the Division Leadership Teams to align and integrate the *'In 2024/25 We Will'* actions with existing governance arrangements and the improvement and transformation approach wherever possible.
- Wider internal and external engagement and socialisation of the CSS.
- Establish the programme of work to develop the 2025/26 *'We Will'* delivery plans.

The Quality Committee will be provided updates on the above next steps as part of the first 6 monthly update.

**The Trust Board are asked to:**

1. Note and ratify the Clinical Services Strategy.