

Whittington Health Trust Board

3 December 2014

Title:	Strategy Development Update 2014-19						
Agenda item:	14/171		Paper			4	
Action requested:	For discussion and comment.						
Executive Summary:	This paper updates the Trust Board on progress in developing the new Trust Strategy for the next five years, and aligning the business plans for the next two years. The process is being completed within an ambitious timescale and is still on target to produce a draft clinical strategy by mid December.						
Summary of recommendations:							
Fit with WH strategy:	This paper contributes to the future strategy currently being developed.						
Reference to related / other documents:							
Reference to areas of risk and corporate risks on the Board Assurance Framework:							
Date paper completed:	19 November 2014						
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Date paper seen by EC		Equality Impact Assessment complete?		Risk assessment undertaken?		Legal advice received?	



1) Introduction

This paper updates the Trust Board on the development of the strategy for the next five years and the Business Plan for the next two years.

The Finance and Business Development Committee, Audit and Risk Committee and Trust Board seminar have reviewed progress at their November meetings, and hence this paper provides a further brief update.

2) Strategic planning

2.1 Strategy development

Building upon our early work with the King's Fund, we continue to refine our draft Strategic Framework via the Clinical Strategy Group, which sets out:-

- Mission and vision statements
- Strategic themes and goals
- Key strategies and plans to support delivery of the goals
- Organisational values

This, alongside a range of work with colleagues, key stakeholders and the community, will provide the foundation to write the new clinical strategy by mid-December and ultimately our Integrated Business Plan by March 2015.

2.2 Stakeholder engagement

A key feature in the development of the strategy has been, and continues to be, active engagement with all our key stakeholders. A comprehensive plan, identifying key interested parties and how they can be involved in the development of the strategy, has been developed, to ensure a wide input and ownership of the plan.

- Workshops involving senior clinicians and managers, along with key partners, will focus on specific population groupings who place a high demand on our services. They will consider what our services should be for these groups over the next five years.
The initial series of workshops has now been supplemented with further sessions in January 2015 to ensure as wide an input as possible from clinical teams and partners.
- Ongoing engagement with colleagues has been via regular team meetings, with specific time allotted to discussion around the service's contribution to the strategic plan, and what the priorities should be.
- Monthly meetings have been arranged to update our governors on the developing strategy and to discuss their role in engaging more widely within the community on our future developments.
- A series of five public 'health conversations' have been run throughout November across Islington and Haringey. The events have provided an opportunity for our local

community and anyone interested in Whittington Health to give their health priorities, concerns and suggestions. A further two evening events are now being planned for December and January.

- Engagement with our commissioners, local authorities and other key partners will be at scheduled meetings, including the Transformation Board, the Integrated Care Programme Board and overview and scrutiny committees.
- Further meetings to discuss our strategy are being planned with local MPs and community groups.
- We are also using a number of other channels to promote the development of our strategy including:
 - Trust website, publications and bulletins
 - Intranet
 - Chief Executive monthly briefings
 - Social media
 - Stakeholder websites and bulletins
 - Community websites and bulletins

3) Business planning

Alongside the review of the Trust's strategy, we have been developing our Business Plan to cover the next two years. This aligns our activity, corporate resources and financial implications with our Strategic Plan.

Business plans are being developed through specialty and service lines, and aggregated to divisional level. They will also inform requirements of corporate service areas.

All service and divisional plans will feed into the financial planning and budget setting timetable. The consolidated business plans will need to demonstrate the financial viability of the Trust and dovetail with the Long Term Financial Model (LTFM).

4) Integrated Business Plan (IBP)

The IBP will consolidate the Trust Strategy with the commentary around the business plans. It will support the LTFM, providing the narrative on how we will balance our financial position. The IBP will require approval by the Trust Board in March 2015, having been shared with commissioners and key partners. It will be submitted to the NHS Trust Development Authority (TDA) by the end of March 2015.

5) Long Term Financial Model (LTFM)

The LTFM, as submitted in June, will need to be adjusted to reflect all the strategic and business planning work outlined above.

The TDA have accelerated the timescale for the LTFM submission, which now needs to be submitted by mid December 2014.

It is envisaged that the submission in December will be a draft LTFM, with the final, more detailed version being submitted in March 2015.

6) Action required

The Trust Board is asked to:

- Note the progress being made on the development of the Trust's strategy
- Note the business planning process that is underway.