

## Board of Directors

Date: 8<sup>th</sup> April 2020

Item Ref:

07

<b>TITLE OF PAPER</b>	<b>Strategic Priorities and Key Deliverables 2020/21 – Draft</b>
<b>TO BE PRESENTED BY</b>	Jan Ditheridge – Chief Executive
<b>ACTION REQUIRED</b>	<b>For the Board of Directors to review and approve the draft strategic priorities and key deliverables for 2020/21.</b>

<b>OUTCOME</b>	The Board agrees and supports the key priorities.
<b>TIMETABLE FOR DECISION</b>	April Board meeting.
<b>LINKS TO OTHER KEY REPORTS / DECISIONS</b>	Nil
<b>STRATEGIC AIM STRATEGIC OBJECTIVE</b>	The strategic priorities will set direction for our collective effort over the next year. Our enabling strategies and programmes will support the delivery of our programmes.
<b>BAF RISK NUMBER &amp; DESCRIPTION</b>	The Board Assurance Framework (BAF) will be updated to ensure the necessary clarity and mitigation is in place to manage risks and provide assurance to the Board.
<b>LINKS TO NHS CONSTITUTION /OTHER RELEVANT FRAMEWORKS, RISK, OUTCOMES ETC</b>	The strategic priorities will direct our work through 2020/21 in response to <ul style="list-style-type: none"> <li>• The national response to the Covid Pandemic</li> <li>• The NHS Long Term Plan which sets out a series of intentions / key aims for the NHS.</li> </ul>
<b>IMPLICATIONS FOR SERVICE DELIVERY &amp; FINANCIAL IMPACT</b>	The strategic priorities describe the priority areas for focus through 2020/21. By delivering on these we will see a range of improvements and positive impacts for service users, carers and our staff in respect of experiences and outcomes.  The financial impacts have not been fully determined at this stage due to a range of legitimate uncertainties. We will need to continually review and assessed financial impacts through the year as plans are mobilised.
<b>CONSIDERATION OF LEGAL ISSUES</b>	

<b>Author of Report</b>	Jason Rowlands
<b>Designation</b>	Director of Strategy and Planning
<b>Date of Report</b>	1 <sup>st</sup> April 2020

## Strategic Priorities & Key Deliverables 2020/21 - Draft

### 1. Purpose

For approval	For assurance	For collective decision	To seek input	To report progress	For information	Other (Please state)
X			X			
For the Board of Directors to review and approve the draft strategic priorities and key deliverables for 2020/21.						

### 2. Background and Context

The Trust has undertaken a review of its Strategy and a refreshed set of strategic aims have been developed. This has been progressed through discussion and exploration with the senior leadership of the Trust through Board, Executive Team and Governor development sessions. Key areas of focus have been developed by engagement and planning through the Transformational Operational Group in November and with clinical services through a planning day in December, with Teams and the Clinical Services leadership developing and shaping their objectives for the following year and identifying broader areas of focus for the Trust to progress.

This development work has provided a basis for our strategic priorities for 2020/21. The Covid Pandemic will require significant efforts to ensure we are able to maintain and deliver safe services for our service users, our carers and our staff – while continuing to deliver on our plans to respond to the CQC inspection and our transformation agenda.

This has culminated in the revised proposed strategic priorities for 2020/21 that have been informed by the development work undertaken and respond to the changing environment. We need to remain focussed on the key challenges and improvement agendas through 2020/21, ensuring our collective effort is on the delivery of safe care and services for the people of Sheffield and our staff, the delivery of quality care and services and that we are able to transform services for the future.

#### Strategic priorities and key deliverables 2020-21 – Draft

The proposed strategic priorities and key deliverables for the next year are outlined in the attached Strategy on a Page (Appendix 1).

The Vision and Strategic Aims will be delivered through 2020/21 through three strategic priorities which aim to reflect the priorities from the previous development work and the current changing environment.

- COVID19 – getting through safely
- CQC – getting back to Good
- Our Transformation Priorities – the key projects we have to do to improve services for for service users, carers and our staff.

The Strategic Priorities and deliverables are informed by what we know about the challenges and opportunities we face and the drivers for improved clinical and quality outcomes. The key themes that will drive our plans to improve services are:

- Care will be Safe.
- Access to services will be timely.
- Our approach will be Person centred and coproduced with the individual.
- We will make a positive difference, delivering the right outcomes for the individual and their carers.

Alongside the key deliverables the delivery of the strategic aims will be supported through a range of supporting strategies – such as:

- Quality improvement and assurance
- Service user and carer engagement
- People
- Organisational Development
- Communication and engagement plan
- Estates
- Digital
- Research
- Sustainable development

Each strategic priority will be delivered through a number of supporting key deliverables, which are outlined in the attached Strategy on a Page. These will be delivered through a range of actions.

The Board of Directors is asked to review and consider:

- Are these are the right priorities for our Trust for the next year?
- Does this provide the right focus to support our collective effort through the next year?
- Is anything missing that we need to pay equivalent attention to over the next year?
- Do we believe these are the priorities that our service users and staff will recognise and support?

#### Finalising the development plans

Following review and approval by the Board each strategic priority will have an Executive Lead who will be responsible for ensuring the Board is sighted on the key deliverables, progress made against plan, risks and assurance, and be accountable for delivery.

As plans are finalised we will ensure:

- We are clear regarding the intended impacts and benefits for each programme deliverable
- Appropriate plans are in place, effectively supported to ensure delivery and with clear governance routes agreed. Each deliverable will have clear Senior Responsible Officer (SRO) lead accountability and will be delivered through relevant working groups and governed through established Trust committees.
- Investment requirements are confirmed and funded through:
  - a) Our Trust financial plan
  - b) Future new investments from the Clinical Commissioning Group in line with the Long Term Plan programme, as and when the programme continues.
- The BAF and the Corporate Risk Register will ensure effective oversight of risks to delivery are identified, considered and managed.

### **3 Next Steps**

- a) Implementation of strategic priorities and key deliverables
- b) Development of clear plans to support the key deliverables

### **4 Required Actions**

- a) The Board of Directors is asked to review and consider:
  - i. Are these are the right priorities for the Trust for the next year?
  - ii. Does this provide the right focus to support our collective effort through the next year?
  - iii. Is anything missing that we need to pay equivalent attention to over the next year?
  - iv. Do we believe these are the priorities that our service users and staff will recognise?
- b) For the Board of Directors to review and approve the draft strategic priorities and key deliverables for 2020/21.

### **5 Monitoring Arrangements**

Project plans will be monitored through our governance structures.

### **6 Contact Details**

Jason Rowlands  
Director of Strategy and Planning



Sheffield Health and Social Care  
NHS Foundation Trust

**Our Vision “To improve the mental, physical and social wellbeing of the people in our communities.”**

We will deliver outstanding care and experiences for our service users and carers. We will create a great place to work where colleagues can deliver high quality care. We will improve our use of resources.

Care will be Safe. Access to services will be timely. Our approach will be Person centred and coproduced with the individual. We will make a positive difference, delivering the right outcomes for the individual and their carers.

Our Values

Respect

Compassion

Partnership

Accountability

Fairness

Ambition

Strategic aims

Strategic priorities

Deliver outstanding care

Create a great place to work

Improve our use of resources

**Covid**  
Getting through safely  
(Lead: Clive Clarke)

**CQC**  
Getting back to good  
(Lead: Mike Hunter)

**Transformation**  
Changing things that will make a difference  
(Lead: Phillip Easthope)

- Mobilise our response to Covid19 through clear plans
- Lead and manage safely through the surge phase
- Develop and deliver our plan for the recovery stage
- Deliver our CQC Action Plans
  - Core services
  - Well Led
- Implement a new Primary & Community Mental Health Service across 4 Primary Care Networks for adults and older adults
- Implement our Acute Care Modernisation Plan and improve pathways and experiences across inpatient and community services
- Develop a New Care Model for forensic and secure services
- Deliver our People Plan to support staff to delivery high quality care
- Move our headquarters out of Fulwood House
- Replace *Insight* and implement a new electronic patient record
- Improve priority named environments where we deliver care and where our staff work

