The Queen Elizabeth Hospital King's Lynn NHS Foundation Trust

REPORT TO THE BOARD OF DIRECTORS (PUBLIC)

SUBMITTED BY:	REPORT FOR:		IMPACT:		
Patricia Wright CEO	Decision		High	Med	Low
CONSULTATION:	Information	√	√		
	REPORT TYPE:		RELATED WORK:		
	Strategic	√	Board Strategy Refresh		
	Operational				
	Governance				
BAF ref:	1.7, 1.9, 1.10, 3.4, 3.5				
Monitor Compliance Framework:	N/A				
CQC Essential Standard Reference:	N/A				
NHSLA Standard Reference:	N/A				
Media / Communications:	Strictly Confidential				

Meeting Date: **30 July 2012**
Report Title: **Update on Strategy Refresh and Board Development Plan, supported by the DH Leadership Team**

Purpose:
To formally update the Board on changes to the timeline for the refresh the of Clinical Strategy and overall Trust Strategy,

Summary:
Following the Board Strategy Workshop with the DH Leadership Team, the paper presents the findings and recommendations of the Leadership Team, which the Board is asked to review, comment and support..

Financial Implications / Efficiency Savings / Quality Improvement:
No direct costs, but key for 2013/14

Risk Assessment (cross-reference with Risk Register where appropriate):

Strategic / External	Operational/ Organisational	Financial	Clinical	Legal/ Regulatory	Reputational / Patient Experience
√	√	√	√	√	√

Recommendations:
The Board of Directors is asked to:-

- Formally note the strategy refresh timeline for 2012/13, which was shared with the Governor's Council on 5th July 2012, and allows for greater strategic scrutiny during Quarters 3 and 4.

Author **Louise Proctor**
Date **20 July 2012**

1 INTRODUCTION

Patricia Wright presented a paper to the May 2012 Trust Board (in Private) which in part introduced the Department of Health Top Leaders program, Platform for Success: Organisational Support for Foundation and Aspiring FT'S programme. The QEHKL NHS Trust had been successful in joining this development programme, in recognition of the ambitions of the Trust Board for the future provision of highly effective local health care for the population of West Norfolk, Cambridgeshire and South Lincolnshire.

2 THE QEHKL NHS TRUST INTEGRATED BUSINESS PLAN 2010

As part of its application to become a Foundation Trust, the Trust developed an Integrated Business Plan (IBP), which summarised the overall Trust Strategy for 2010-2015. Published in August 2010, The IBP incorporated an overall strategy, backed up by a range of enabling strategies, such as a five year financial plan, leadership and workforce development, governance, Information Management and Technology, and Estate Strategies.

Whilst recognising that an IBP is a specific style of Strategy, specifically designated by Monitor, it is also clear that much of the analysis is now four years old.

3 REFRESHING THE QEHKL NHS TRUST STRATEGY 2013 TO 2016/18

In recognition of the significant range of policy and economic changes and challenges facing the Health and Social Care community, the Board decided to invest time in thinking through the context today of healthcare provision in West Norfolk, and to refresh the strategy, thereby giving the Trust the best possible chance of responding to need and developing the service provision for the future.

A series of Board workshops are taking place in support of this, alongside discussions with the divisions about future service ambitions.

4 TIMELINE FOR THE STRATEGY REFRESH

When first discussed, the Board indicated that it hoped to complete the Strategy refresh for the end of September 2012.

As discussed at recent Board workshops, and shared with both Monitor, and the Governors Council in July 2012, it is now felt that the strategy refresh will run through the rest of 12/13, with support from the Department of Health, Platform for Success: Organisational Support for Foundation and Aspiring FT'S programme, supporting the Board in its review and challenge.

Whilst this programme has the potential to change the timeline, the plan is to deliver a new strategy for 13/14. This assumes the following:-

Task	Timeline
• Development of the Emerging Clinical Strategy, with engagement of the clinical divisions	September 2012
• Testing of the Emerging Clinical Strategy o With Patients o With Commissioners o With Governors and representatives o With Staff o Analysis of activity / financial impact	October – December 2012
• Refresh of supporting Strategies o Workforce, OD, o Finance, Estates, IM&T,	October – February 2013
• Finalisation of the Strategy Refresh 2013 – 1016/18 and production of the Year One Annual Business Plan	February – March 2013

5 RECOMMENDATION

The Board of Directors is asked to:-

- Formally note the strategy refresh timeline throughout 2012/13, which was shared with the Governor's Council on 5th July 2012, and allows for greater strategic scrutiny during Quarters 3 and 4, and Board development work with the Department of Health

Louise Proctor
July 2012