

Board of Directors

Thursday, 01 August 2019

Report Title:	Trust Strategy – final draft for approval
Executive/NED Lead:	Dr Shane Gordon, Director of Strategy, Research & Innovation
Report author(s):	Dr Shane Gordon, Director of Strategy, Research & Innovation
Previously considered by:	Trust board and Executive Management Committee

Approval

Discussion

Information

Assurance

Executive summary

The Board considered the draft Trust strategy in April 2019. Our strategy requires approval in a public Board meeting. This was deferred from the May meeting, due to purdah for local government elections and this meeting is the next public Board.

Summary of the strategy

Our strategy is nested in national, STP and local alliance strategies. We recognise the importance of working as part of a system of health and care. We have an important role to play as a strong partner in the system, and in leading key elements of integration.

We have confirmed our mission as that of the NHS: to provide health care and services that meet the needs of everyone, free at the point of delivery and based on clinical need. Our strategy now sets an ambition to *offer the best care and experience*. Our ambition will be achieved through our ESNEFT philosophy that *time matters* and five strategic objectives:

1. Keep people in control of their health
2. Lead the integration of care
3. Develop our centres of excellence
4. Support and develop our staff
5. Drive technology enabled care

Engagement in developing the strategy

We have involved a wide range of stakeholders throughout the development of the strategy. We have incorporated their feedback into the Trust strategy. We will also use this feedback to shape supporting strategies and business cases which will be presented in due course.

Engagement with strategy development was extensive, commencing in July 2018:

Stakeholder group	Events	Stakeholders
NHS & health system partners	11	Ipswich & East CCG, North East Essex CCG, Suffolk & north east Essex STP board (over 50 health and care organisations represented), Essex Health & Wellbeing Board, NHSI/E regional team, ACE, Provide, One Colchester strategic group
Regulatory and oversight bodies	7	Suffolk Health Overview & Scrutiny Committee (HOSC), Essex HOSC, Joint Essex & Suffolk HOSC, East of England Clinical Senate
Public & patient representatives	18	ESNEFT Council of Governors, Travel Access and Parking group, Suffolk Healthwatch, Essex Healthwatch, Suffolk BME meeting, Colchester Pensioners Action Group, Practice Participation Groups in Suffolk & Essex, Ipswich Hospital User Group, Ipswich Diabetic Support Group, Colchester Breathe Easy Group, Colchester GI Cancer support group, Colchester Hospital User Group
Trust stakeholders	25	Clinical plenary meetings, Trust board seminar, Trust leadership away day, Staff Partnership Forum, Divisional boards, Divisional Directors, Clinical Strategy Group, service team meetings, senior nurses, therapy and AHP leaders, Trust core briefing

In addition, planning for the merger included developing specialty-level strategic plans with 52 clinical and support services. Key elements and enablers for these clinical strategies were incorporated.

The final draft strategy is presented for Board approval today.

Attachments

1. Final draft Trust strategy – for approval

Action Required of the Board/Committee

The board are recommended to approve the Trust Strategy 2019- 24.

Link to Strategic Objectives (SO)		Please tick
SO1	Keep people in control of their health	<input checked="" type="checkbox"/>
SO2	Lead the integration of care	<input checked="" type="checkbox"/>
SO3	Develop our centres of excellence	<input checked="" type="checkbox"/>
SO4	Support and develop our staff	<input checked="" type="checkbox"/>
SO5	Drive technology enabled care	<input checked="" type="checkbox"/>
Risk Implications for the Trust (including any clinical and financial consequences)	BAF Risk ESNEFT07 (draft): If we do not transform through strategy and its delivery then we will be unable to achieve long term sustainability leading to further regulatory intervention	
Trust Risk Appetite	Infrastructure: the board will take a measured approach when investing in building and equipment, based on informed analysis and risk assessment but may take informed risks if there are clear mitigations that can provide reasonable alternative protection	
Legal and regulatory implications (including links to CQC outcomes, Monitor, inspections, audits, etc.)	Implementation of the Trust Strategy is essential to sustained compliance with legal and regulatory requirements over the next five year.	
Financial Implications	Successful capital business cases will lead to additional investment in the Trust (including land disposals) of £69.3m.	
Equality and Diversity	Equality and diversity impact assessments will be required within individual project plans / business cases.	