

Health and Adult Social Care Scrutiny Committee – Wednesday 21st November 2018

Report of the Director of Strategy and Business Development - Dudley Group Foundation Trust

The Development of Dudley Group Foundation Trust Strategy for 2019-2021

Purpose

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| 1. | <p>The purpose of this report is to :-</p> <ul style="list-style-type: none"> • Inform the Committee on the steps taken to refresh the Dudley Group Foundation Trust Strategy; • Gather feedback from the Committee to support the strategy's development. |
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Recommendations

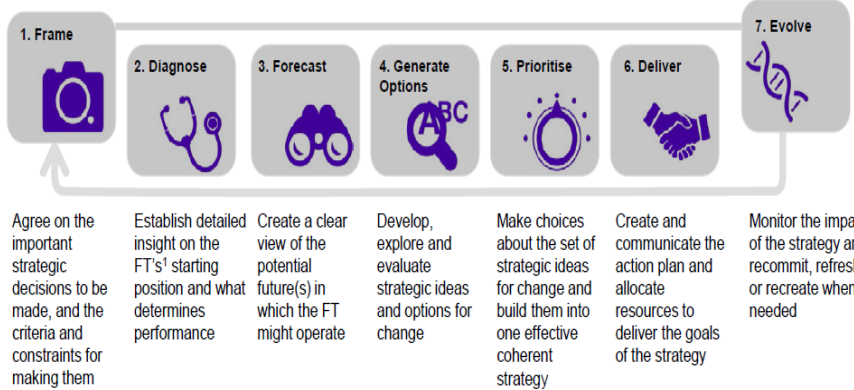
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| 2. | <p>It is recommended that the Scrutiny Committee:-</p> <ul style="list-style-type: none"> • provide feedback on progress to date; • outline any areas which they would like to see reflected in the strategy that are not evident currently. |
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Background

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| 3. | <p>The current Strategy for Dudley Group Foundation Trust (DGFT) covers the period 2015 to 2020. The strategy was written to meet the then requirements of NHS and is already out of date. A decision has been made by the Trust Board to refresh the strategy for the period 2019-2021. This paper outlines our progress to date.</p> |
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Process undertaken to date

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| 4. | <p>The Trust's Strategy is being refreshed using the seven stages outlined in the NHS Strategy Development Toolkit. The toolkit defines a 'refresh' as being required when an organisation is generally content with their existing strategy but where the external environment has changed. The process tests whether the assumptions and aims of the strategy need to be changed.</p> |
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	 <p>1. Frame: Agree on the important strategic decisions to be made, and the criteria and constraints for making them</p> <p>2. Diagnose: Establish detailed insight on the FT's¹ starting position and what determines performance</p> <p>3. Forecast: Create a clear view of the potential future(s) in which the FT might operate</p> <p>4. Generate Options: Develop, explore and evaluate strategic ideas and options for change</p> <p>5. Prioritise: Make choices about the set of strategic ideas for change and build them into one effective coherent strategy</p> <p>6. Deliver: Create and communicate the action plan and allocate resources to deliver the goals of the strategy</p> <p>7. Evolve: Monitor the impact of the strategy and recommit, refresh or recreate when needed</p>
	Stages one (frame) & two (diagnose)
5.	<p>These stages took place between December 2017 to July 2018. The frame stage was used to establish and agree the scope of the strategy development process by identifying the important strategic choices and decisions to be made and the criteria for making them. An engagement plan was also developed at this stage. The diagnose stage assessed the organisation's current performance and provided insights into what lies behind it. During this period, the Trust consulted extensively with patients, the public and its staff. Consultation has focused on:</p> <ul style="list-style-type: none"> i) whether our current vision, values and strategic objectives remain fit for purpose; ii) analysis of the internal and external environment, including key issues that the Trust needs to address over the next two years; iii) update of the SWOT (strengths, weaknesses, opportunities, threats) analysis.
	<u>Key themes from Consultation</u>
6.	The outputs from consultation have been analysed as part of key themes. This is stage 3 (Forecast) phase of the NHS Strategy Development Model.
7.	<p>The key themes include:</p> <ul style="list-style-type: none"> i) Almost universal agreement that the Trust's visions, values and strategic objectives are the right ones. The strap line 'Care better every day' was derived from the Directors' Improvement Practice visioning workshop in July 2018. It is proposed that this is added to the vision. ii) Dedicated and caring staff are the Trust's key asset, but staff retention, recruitment and training are key. iii) Financial pressures are an issue that the Trust has to address to secure the future of the Trust. iv) The volume and complexity of demand/changing demographics are the key local external factors that will impact on the Trust's service delivery. As a result, it was considered that the Trust would need to improve patient flow, improve pathways within and between services to optimise efficiency and productivity, as well as improve patient experience/outcomes.

	<ul style="list-style-type: none"> v) There was an emphasis on care closer to home/in the community with reconfigured pathways (MCP) and better partnership working, including with the local authority. vi) Patients felt that improved communication would enhance patient experience (e.g. signage, nature of leaflets/letters, communication between services and with GPs). vii) There was a lack of awareness of specialist services provided by DGFT – some patients would like services just for Dudley residents. viii) Parking was consistently raised as an issue in all patient focus groups and whether we have a plan to address the cost and amount of parking available. This was also seen as a key factor influencing patient experience. ix) The Electronic Patient Record was seen as a key enabler to securing transformational change to the way that staff work and in helping to improve the quality of care x) Research and innovation were considered by staff to be an area which should have a higher profile and were key to the trust's reputation and future.
8.	<p>These key themes have been aligned with the Trust's six strategic objectives and Key Performance Indicators have been identified as measures for determining success. A Strengths, Weaknesses, Opportunities and Treats (SWOT) analysis has also been compiled. Four key areas for the strategy have been determined:</p> <ul style="list-style-type: none"> i) Workforce ii) Clinically led services iii) Quality improvement iv) Business development and growth
9.	In addition to the strategy, the Trust will continue to ensure that service meet predicted levels of activity though our annual operational planning processes.
Next Steps	
10.	The Trust will re-commence consultation with patients, public, staff and partner organisations on the analysis from consultation and the SWOT analysis, whilst undertaking stages 4 and 5 of the strategy model (generate options and prioritise). This will take place during November 2018 during which, options generation and analysis will also take place for the four themes (workforce, clinically led services, quality improvement, business development and growth). The strategy document will be drafted in December 2018 with the view to it being reviewed and agreed through the Trust's governance process, culminating in presentation to Trust Board in January 2019.
<u>Finance</u>	
11.	There are no financial implications relating to this report

<u>Law</u>	
12.	There is no legal requirement for a Foundation Trust to produce a Strategy.
<u>Equality Impact</u>	
13.	The Trust will ensure that an Equality Impact Assessment will be undertaken on the final Strategy in line with Trust procedures.
<u>Human Resources/Transformation</u>	
14.	There are no direct human resource / transformation implications arising from the contents of this report

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