UNIVERSITY HOSPITALS BIRMINGHAM NHS FOUNDATION TRUST
BOARD OF DIRECTORS
THURSDAY 25 APRIL 2019

Title:	**TRANSLATING THE STRATEGY IN TO ACTION: THE PLANNING PROCESS AND 19/20 IMPLEMENTATION PLAN**
Responsible Director:	Lawrence Tallon, Director of Strategy, Planning & Performance
Contact:	Phillippa Hentsch, Head of Strategy and Analysis Andy Walker, Head of Strategy and Planning

Purpose:	To seek approval from the Board of Directors for the 19/20 strategy implementation plan
Confidentiality Level & Reason:	Confidential, pending Board approval.
Annual Plan Ref:	Affects all strategic aims.
Key Issues Summary:	• In October 2018, the Board approved in principle a new multi-year strategy for the organisation. • To support the implementation of the strategy, an annual implementation plan has been developed outlining the objectives and deliverables for the trust for the 19/20 financial year. • An updated approach to the planning process is proposed to support delivery against our strategic objectives, reflecting the complexity and size of the Trust. • This process will focus on: keeping the organisational strategy up to date, setting headline priorities and metrics for the organisation earlier in the planning cycle, developing an annual implementation plan and regular monitoring and review.
Recommendations:	The Board of Directors is asked to approve the 19/20 strategy implementation plan.

Approved by: Lawrence Tallon	Date: 15 April 2019

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TRANSLATING THE STRATEGY IN TO ACTION: THE PLANNING PROCESS AND 19/20 IMPLEMENTATION PLAN

PRESENTED BY LAWRENCE TALLON, DIRECTOR OF STRATEGY, PLANNING AND PERFORMANCE

1.   Introduction

The Board approved, in principle, a multi-year strategy for the organisation at its meeting in October 2018 (Appendix A). The 19/20 financial year will be the first year of the new strategy.

To support the delivery of the Trust's strategic objectives, an updated approach to the planning process is proposed to support delivery against our strategic objectives and to ensure we have an agreed set of deliverables for the organisation.

As part of the planning process, each year we will set out our key priorities and deliverables through an annual implementation plan (Appendix B).

2.   Background

The three headline strategic objectives for the trust are:

- To maintain high quality care, through effective day-to-day operational and financial performance across our hospitals and services;

- To integrate our clinical services and corporate functions across sites so that our patients can expect the same high standards and joined-up care wherever they are;

- To transform the model of healthcare by using new technology to care for patients in the most appropriate settings and to manage demand.

To support the implementation of these objectives, the trust strategy set out nine strategic themes (figure 1). The implementation plan at Appendix B is organised according to these themes.

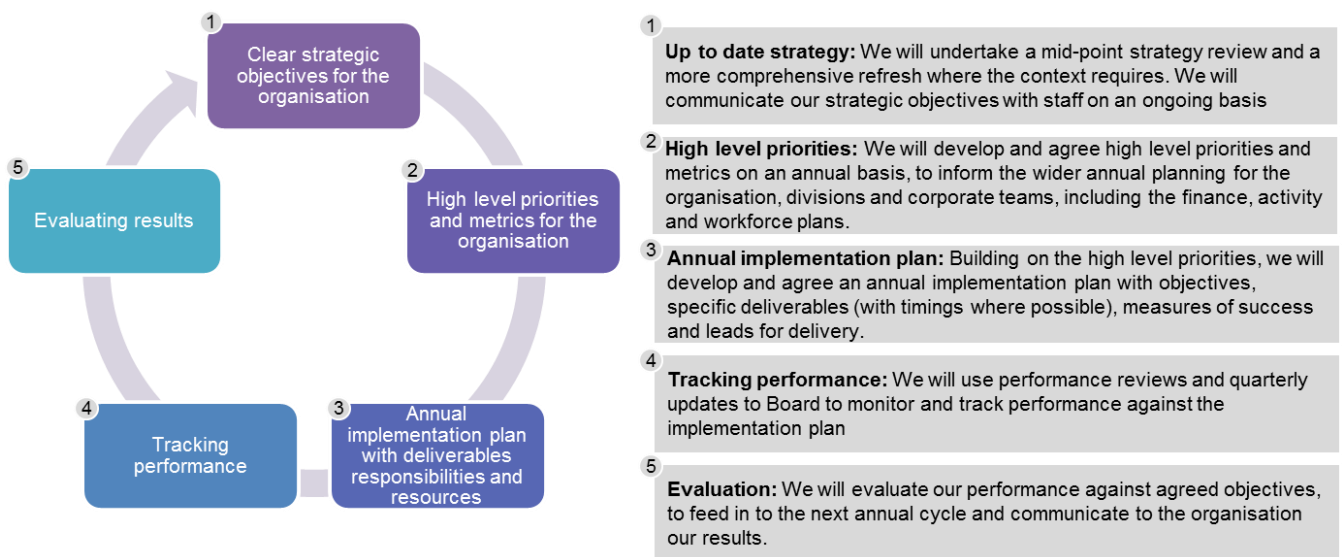**Figure 1: UHB's nine strategic themes from the multi-year strategy**

A robust strategy setting and planning process is crucial to help the Trust achieve its long-term goals. It helps us identify the choices we are making and how we are prioritising our limited resources and helps staff to shape and understand the organisation's direction and their role in this.

It is also a key requirement in the CQC's well led assessment. Evidence of a strategy and delivery plan are key pieces of evidence the regulator expects to see regularly assessed, monitored and updated.

3. The planning process

It is proposed that the Trust adopts a refreshed planning process, in recognition of the scale and scope of the new organisation. A high level summary of the planning process is set out in figure 2.

Figure 2: UHB's planning process

1. **Up to date strategy:** We will undertake a mid-point strategy review and a more comprehensive refresh where the context requires. We will communicate our strategic objectives with staff on an ongoing basis

2. **High level priorities:** We will develop and agree high level priorities and metrics on an annual basis, to inform the wider annual planning for the organisation, divisions and corporate teams, including the finance, activity and workforce plans.

3. **Annual implementation plan:** Building on the high level priorities, we will develop and agree an annual implementation plan with objectives, specific deliverables (with timings where possible), measures of success and leads for delivery.

4. **Tracking performance:** We will use performance reviews and quarterly updates to Board to monitor and track performance against the implementation plan

5. **Evaluation:** We will evaluate our performance against agreed objectives, to feed in to the next annual cycle and communicate to the organisation our results.

The key features of the planning process include:

- **Keeping the organisational strategy up to date.** Strategy development and planning is a dynamic process; some changes will be gradual and evolutionary but at other points we will need to take decisive action to change. As a minimum we will undertake a mid-point strategy review at 18 months and carry out a more comprehensive review should the context in which we operate change, such as a substantial and sustained change in financial or operational performance or changes in the external environment, such as organisational change, system developments and policy, regulatory, technological or legislative changes.

- **Using the planning process to set headline priorities and metrics for the organisation**. In order to help support financial, activity and capacity planning, the Board will set headline priorities, objectives and parameters earlier in the process (in September). Setting these priorities early will help translate our strategic priorities into routine planning and business processes. They can also be used by corporate and divisional teams to plan specific deliverables for the forthcoming year. The annual implementation plan would then capture the deliverables which flow from the agreed headline priorities. The Board and Council of Governors will shape and review the development of the plan as it is developed.

- **Regular review and monitoring.** A key element in the planning process is monitoring and evaluating performance against objectives and deliverables. This will principally take the form of divisional performance reviews and quarterly reviews and updates to Board.

In future, this process could be developed further to better align the planning process with resource allocations and business cases. Using the planning process to identify the agreed strategic initiatives can help us to prioritise where to use our limited resources. This applies to all kinds of resource including budgets, clinical and management time, capital allocations, estate priorities, project management and transformation support, senior management and Board time.

4.   The 19/20 implementation plan

4.1   Process to develop the plan

The deliverables flow directly from the strategic themes outlined in the organisation's strategy. The Strategy and Planning Team has discussed and agreed key deliverables with Directors and management leads.

Initial proposals for the plan were discussed with the Board of Directors and Council of Governors at the joint seminar in December. The plan has also been presented to and discussed with patients at a Patient, Carer and Community Council (PCCC) and staff at the Joint Consultative Committee. Priorities were discussed with the Governors' Strategy and Annual Plan

Reference Group in February and the final version will be presented at the next meeting in May to inform ongoing monitoring of the Strategy.

4.2   Contents

The implementation plan is organised according to the nine themes identified in the strategy (figure 1). It covers the following elements:

- **Strategic objectives:** the headline objectives we are trying to achieve under each strategic theme. We have 20 strategic objectives for 2019/20 and these are listed separately at Appendix C. Following adoption at the Board, these would become the annual plan references for Board and CEAG papers.

- **19/20 deliverables:** the tangible deliverables we are signing up to delivering over the next year.

- **Delivery dates:** by when the deliverable is due to be completed. Some are limited to specific quarters and others might span the whole year.

- **Owners:** The SROs responsible for specific deliverables.

- **Main assurance group:** the principal group by which projects would be monitored in the normal course of business. This is not intended to be an exhaustive list of groups where projects would be monitored.

- **Key measures of success:** these are a combination of process and outcome measures. Where possible, these are expressed as corporate, staff and patient measures. Some will have a clear and tangible measurement e.g. whether the trust has met its control total and others will be more qualitative and based on perception.

5.   Recommendation

The Board of Directors is asked to approve the 19/20 Implementation Plan so that we can disseminate to the organisation.

Lawrence Tallon
Director of Strategy, Planning & Performance

Appendix C: List of 2019/20 overarching strategic objectives to support CEAG and Board papers

Reference	Strategic objective
1	Increase alignment of corporate and clinical services across UHB
2	Eliminate unwarranted variation in services for patients through aligning and standardising pathways and service delivery
3	Provide the highest quality of care to patients through a comprehensive quality improvement programme
4	Meet regulatory requirements and operational performance standards, in line with agreed trajectories
5	Substantially improve digital healthcare offer to patients
6	Ensure all parts of UHB can access optimal clinical IT solutions
7	Achieve the highest standards in cybersecurity
8	Use our resources as efficiently as possible to meet our financial improvement trajectory
9	Invest in our estates and capital infrastructure to provide high quality facilities for patients and minimise under-utilised clinical space
10	Transform the model of care to ensure patients are seen in the right settings and to move lower acuity care off acute/specialist sites
11	Optimise workforce supply to ensure sufficient staff and roles to meet patient demand
12	Expand range of employment opportunities and support for new starters
13	Foster positive staff engagement and inclusive culture
14	Develop our leaders at all levels of the Trust
15	Align clinical and corporate service planning across other providers within the BSOL STP to improve integration for patients
16	Work with international partners to develop health care services and forward UHB's reputation
17	Align the trust's research activities to its operational challenges
18	Increase research and innovation activities associated with artificial intelligence
19	Standardise research and development processes across the trust
20	Align emergency preparedness and business continuity planning across our sites