

Board of Directors (in Public)

Item 3.1

Subject: Strategic Objectives KPIs Quarterly Updates Q4
Date of meeting: Tuesday 27th July 2021
Prepared by: Executive Directors
Presented by: Jonathan Develing, Director of Strategic Partnerships
Purpose of Report: To Note

| BAF Ref | Impact on BAF |
|---------|---|
| ALL | The proposed approach integrates strategic (five-year objectives) and operational objectives (National and divisional) and the enabling programs that support the delivery of both. |

| Level of assurance (please tick one) <i>To be used when the content of the report provides evidence of assurance</i> | | | | | |
|--|---|-------------------------------------|---|--------------------------|---|
| <input type="checkbox"/> | Acceptable assurance Controls are suitably designed, with evidence of them being consistently applied and effective in practice | <input checked="" type="checkbox"/> | Partial assurance Controls are still maturing – evidence shows that further action is required to improve their effectiveness | <input type="checkbox"/> | Low assurance Evidence indicates poor effectiveness of controls |

1. Executive Summary

This paper proposes a more integrated approach to the delivery of the Trust strategic objectives as outlined in the five-Year Strategy patients, Partnerships and Populations.

2. Background

The Trusts strategy has proven itself to be sound, with most of the strategic objectives being referenced within the White Paper 'Integration and Innovation'.

However, during 2021/22 there have been several factors which impact on the delivery of strategy. These are both external and internal and include in part:

External factors

- Coronavirus pandemic and delayed road map for recovery
- Recovery of elective and outpatient waiting times
- Publication of the NHS People Plan
- Implications of the White Paper and development of Integrated Care Systems

- Development of Provider Collaboratives
- New financial regimes, with revenue and capital implications
- Development of Cardiac Networks
- Renewed emphasis on the NHS Net Zero Decarbonisation Plan
- New financial regimes as they emerge

In addition, the Trusts progress and prioritisation of improvement initiatives `internal factors` are also considered, for example:

- Wider systems support of the Trust through the Vaccine Centre
- Development of iDigital services with Alder Hey
- Maturity of the Specialised Provider Alliance
- Spotlight on Safety and Quality improvement including safety, risk and escalations.
- Spotlight on Hospital flow, access and recovery of waiting times
- Changes in Director Portfolios

3. Alignment of Strategy, Objectives, Deliverables and Risk

In order to take account of the external and internal factors identified, Directors are reviewing the reporting and improvement process to align:

- Five Year Strategic Objectives
- Annual Objectives of respective Division
- National Priorities for 2021/22
- Assurance on Delivery and Management of risk
- Quality Improvement programs

And how these are best supported by enabling programs for example:

- Digital and Data
- Finance
- Workforce initiatives such as `Be civil, Be Kind, Call it Out`

4. Recommendation

The Board of Directors is asked to note the alignment review of strategic and operational priorities for 2021/22 which will be reported in the Q2 Strategic Objectives to the Board.