

Board of Directors (in Public)

Item 3.2

Subject: Liverpool Heart and Chest Strategy Development
Date of Meeting: 5th March 2019
Prepared by: Jonathan Develing, Director of Strategic Development
Presented by: Jonathan Develing, Director of Strategic Partnerships
Purpose of Report For approval

BAF Ref	Impact on BAF
All	This paper provides assurance that an effective process has been put in place to develop the Trust's new strategic plan.

1. Executive Summary

This paper provides an outline framework for the development of the Liverpool Heart and Chest Strategic Plan.

2. Background

The Trust has a strategic plan which covers the period from 2014/2019 and as such will expire this year.

With the development of the NHS Long Term Plan the increased emphasis on integrated care and population health, population health management and prevention, the strategic plan for the Trust requires updating.

3. Observations

Strategic plans play a significant role in the governance of any organisations and provide signal of leadership intent to stakeholders and the wider system. They are of significant importance and as a consequence can take some time to develop.

Given the importance of engagement and alignment of thoughts and ideas from stakeholders, public, patient and families, commissioners, clinicians and operational teams and others, it is not uncommon for strategic plans to take twelve to eighteen months to develop fully.

4. Strategic Context

It is recognised that strategy and in particular strategic partnerships, are one of the critical elements of long term sustainability of any service.

As an outstanding organisation and with the considerable sense of Team `LHCH` Liverpool

Heart and Chest is very well very well placed, however we do need to reframe our approach within the context of the key influences around us.

Influence and Positioning - What shapes and influences of our approach

Some of the factors that will influence us

- Prevalence of Heart disease in populations we serve
- Health Inequalities
- Patient opinion – confidence and Trust
- Reputation
- The Long Term Plan
- Activity and demand
- Referral Trends
- Future order book
- Innovation
- Research
- Stakeholders
- Commissioners
- Business Planning
- Operational Plans

5. Proposals

Taking the above into account it is proposed that we undertake a two part process

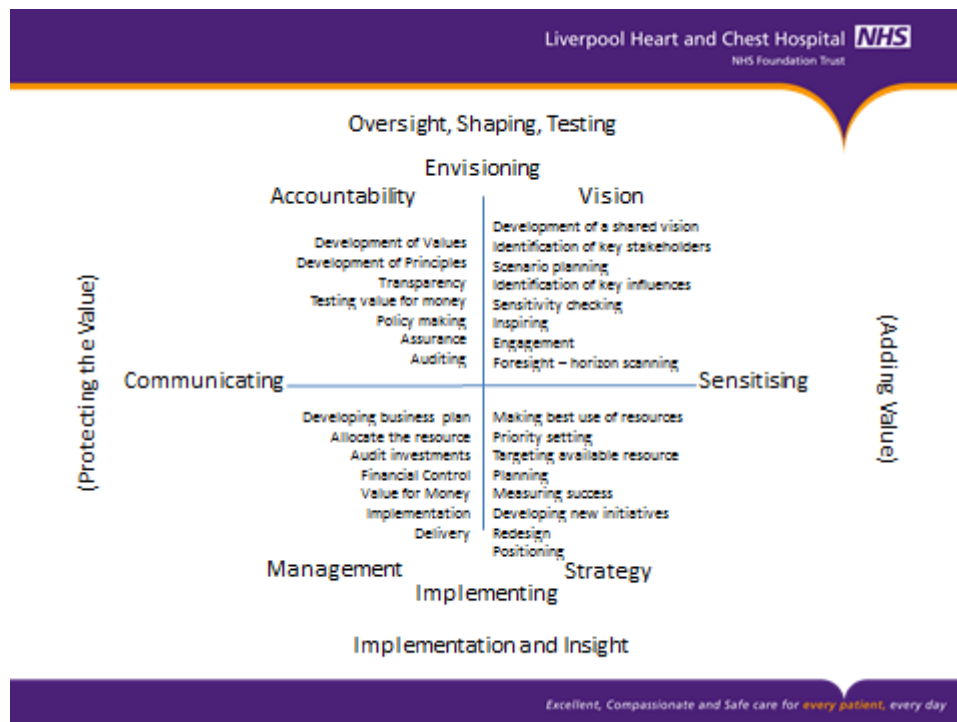
Part One – Process of Internal Engagement

- Internal – Alignment / horizon scanning / developing the strategic approach protecting the value /

Part Two – Process of External Engagement

- External – Adding value / sense checking / socialising / enhancing

This process will be discussed with Operational Board on 1st March 2019.



6. Timetable

It is proposed to develop an outline strategic plan during the spring and summer with the intent of seeking approval from the Board in October 2019.

In order to achieve this following draft outline and timetable has been developed and is presented to colleagues for comment

April 2019

Meet with each of the divisions so as to introduce the process by which we will develop the Strategic Plan (SP)

May – July 2019

Bring the 3 Divisions together into a half day workshop

Each division will be asked in advance of the work shop to provide some information (KLOE) to be determined.

Workshop agenda Outline

- What is strategy?
- Where are we now – 19/20 Business Cases
- What would your forward look be in terms of
- Activity / demand / trends / workforce / estates / IT / Innovation / Research / Risks
- SWOT (in advance)
- Horizon Scanning – national benchmarking / influences
- Long Term Plan alignment

June – July 2019

- Corporate Support Services:
- IT
- Estates

- Finance
- HR / Education / Research
- International work

July / September 2019 - Internal

- Governors
- NEDs
- Patient Groups

August / September – External Stakeholders:

- Providers
- Commissioners
- Specialised Commissioners
- Liverpool Health Partners
- Innovation Agency
- Other specialised Trusts
- GP networks
- Wales and Isle of Man

September 2019

- Operations Board Time Out, including Clinical Leads

October 2019

- Draft for Approval to October Board with intent to publish in December 2019

5. Recommendations

The Board of Directors is asked to approve the timetable for the development of the new Strategic Plan.