

Trust Board Meeting

06 April 2017

Title of the paper:	Strategy update	
Agenda item:	12/47	
Lead Executive:	Helen Brown - Deputy Chief Executive	
Author:	Helen Brown - Deputy Chief Executive	
Trust aims :	Double click on the box to mark as appropriate: <input checked="" type="checkbox"/> To deliver the best quality care for our patients <input checked="" type="checkbox"/> To be a great place to work and learn <input type="checkbox"/> To improve our finances <input checked="" type="checkbox"/> To develop a strategy for the future	
Purpose:	The aim of this paper is to update the Board on the development of the Trust 's strategy.	
Link to Board Assurance Framework (BAF)	PR9 Failure to develop a long term clinical, financial and estates strategy	
Previously discussed:		
Committee		Date
Benefits to patients and patient safety implication		
Recommendations		
The Board is asked to note the progress update		

Trust Board Meeting – 06 April 2017

Strategy Update

Presented by: *Helen Brown, Deputy Chief Executive*

1. Your Care Your Future ~ integrated care and pathway re-design.

The Trust is continuing to actively engage in discussions with HVCCG and local provider partners (Hertfordshire Community Trust, Hertfordshire Partnership FT, HVCCG GP provider federations and the Royal Free Hospitals FT) regarding building new collaborative provider delivery arrangements to support the delivery of integrated care and pathway redesign as set out in Your Care, Your Future.

Active work is underway to progress redesign of a range of pathways, in partnership with other providers with a particular focus currently on gynaecology (aiming to go live in early summer 2017; diabetes (in shadow form from April with full go live in October 2017) and MSK (formal tender process – tender expected to be published in March 2017, with a target go live in January 2018). Work has also commenced in relation to dermatology and ophthalmology pathway redesign.

The Trust is also working with HCT and other partners to identify opportunities to implement new admission prevention and discharge to assess pathways to relieve pressure on our emergency care services. (Aim is to implement / pilot ASAP)

Fran Gertler, Director of Integrated Care, will facilitate a development session on the development of integrated care pathways and provide updates on specific pathway redesign programmes at the Board development session scheduled for 9th March 2017.

2. Your Care, Your Future - strategic outline case for the redevelopment of acute hospital services.

The Board approved the strategic outline case at its meeting in February 2017.

A letter of support is required from HVCCG prior to formal submission of the SOC by WHHT to NHS Improvement. The SOC was due to be considered by HVCCG at its Board meeting on the 9th March; however NHS England have advised that formal support is now also required via the STP prior to submission and have raised

concerns about commissioner affordability. Further work is therefore required with STP partners and NHS England prior to formal review by the HVCCG Board.

The Programme team continue to liaise with NHS Improvement to ensure that the approval process can be expedited as soon as commissioner issues have been resolved.

3. Car Parking Strategic Outline Case

Work has commenced on the development of a strategic outline case to provide a long term, sustainable car parking solution across the Trust's 3 hospital sites. PA Consulting has been appointed to support this work. The indicative timeline for completing this work is mid April 2017 with the aim to bring the SOC to the Trust Board in May 2017.

4. Sustainability and Transformation Plan

The Trust leadership team continues to fully engage in the STP.

Governance processes are currently being reviewed to ensure they are fit for purpose to support implementation of the plan at pace, whilst recognising constituent organisations statutory responsibilities and accountabilities.

The current focus is on developing clear implementation plans and milestones for the next 12 / 24 months and strengthening PMO structures to support delivery. Activity and financial modelling is also being reviewed to ensure all assumptions are robust and interdependencies are understood and appropriately mapped.

Helen Brown

Deputy Chief Executive

March 2017