

MANCHESTER UNIVERSITY NHS FOUNDATION TRUST

BOARD OF DIRECTORS

Report of:	Executive Director of Strategy – Darren Banks
Paper prepared by:	Executive Director of Strategy – Darren Banks
Date of paper:	25 September 2017
Subject:	MFT Vision and Strategic Aims
Purpose of Report:	<p>Indicate which by ✓</p> <ul style="list-style-type: none"> • Information to note ✓ • Support ✓ • Resolution • Ratify
Consideration of Risk against Key Priorities	The vision and strategic aims set the basis of the Board Assurance Framework against where strategic risks are monitored.
Recommendations	<p>The Interim Board of Directors is asked to</p> <ul style="list-style-type: none"> - agree to adopt the proposed vision statement and strategic aims on the basis that there will be an opportunity for review, once the substantive Board of Directors and Council of Governors is in place.
Contact	<p><u>Name:</u> Darren Banks <u>Tel:</u> 0161 276 5676</p>

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Trust Vision and Strategic Aims

1. Introduction and Background

The Trust recognises the need to establish a clear vision and aspirations for the new organisation, setting out where we want the Trust to be in 5 years time. Developing a vision can be an opportunity to engage a wide spectrum of external and internal stakeholders, staff in particular, in setting the direction of the Trust. In view of this, it is felt that the right time to undertake such an exercise would be once we are in a position to involve North Manchester General Hospital.

There is however an immediate need to have a working description of our vision and strategic aims in order to inform Annual Planning, Divisional Business Planning and as the basis for the Board Assurance Framework.

It is proposed that the vision developed through the SHS programme and the joint strategic aims that were adopted by both Trusts individually are now adopted by the MFT Interim Board. Board members will recall that an exercise was undertaken to align the CMFT and UHSM strategic aims in preparation for the merger (attached A is a comparison of CMFT and UHSM aims for 2016/17 which formed the basis of the joint aims adopted by both Trusts for the period April to September 2017/18).

Once the new substantive Council of Governors and Board of Directors is in place, there will be an opportunity to re-consider and re-set the vision and strategic aims. At this point the Board may wish to reconsider when the appropriate time would be to undertake a major organisational development initiative to develop a new vision.

2. Vision Statement

The interim vision statement is:

Our vision is to improve the health and quality of life of our diverse population by building an organisation that:

- *Excels in quality, safety, patient experience, research, innovation and teaching,*
- *Attracts, develops and retains great people, and;*
- *Is recognised internationally as leading healthcare provider.*

3. Strategic Aims

It has been agreed that it is necessary to augment the joint strategic aims with an additional specific aim relating to the delivery of the merger, as follows: to deliver the merger of the two organisations with minimal disruption whilst ensuring that the planned benefits are realised in a timely manner.

The proposed strategic aims of the new organisation are therefore:

- **To deliver the merger of the two organisations with minimal disruption whilst ensuring that the planned benefits are realised in a timely manner**
- **To improve patient safety, clinical quality and outcomes**
- **To improve the experience of patients, carers and their families**
- **To develop single services that build on the best from across all our hospitals**
- **To develop our research portfolio and deliver cutting edge care to patients**
- **To develop our workforce enabling each member of staff to reach their full potential**
- **To achieve financial sustainability.**

4. Actions/recommendations

The Interim Board is asked to agree to adopt the proposed vision statement and strategic aims on the basis that there will be an opportunity for review, once the substantive Board of Directors and Council of Governors is in place.

CMFT and UHSM Strategic Aims

UHSM Strategic Objectives	CMFT Strategic Aims and Key Priorities	Joint Strategic Aims
To meet quality and safety measures in all areas through: <ul style="list-style-type: none"> Reducing avoidable death strategy Sign up to safety programme CQC Improvement Plan 	To improve the safety and clinical quality of our services through: <ul style="list-style-type: none"> Delivering safe, harm-free care focusing on evidence based pathways, supervision and clinical leadership and embedding CMFT Clinical Standards in day-to-day practice Deploying professionally informed, evidence based nursing and midwifery establishments supported by recruiting and retaining an engaged workforce able to respond to future care delivery needs Achieving all key NHS commissioned standards and deliverables, including access and quality outcomes Delivering against the Trusts Transformation strategy with the aim of reaching the top decile for quality - clinical outcomes, safety, patient experience, staff engagement and operational efficiency measures 	To improve patient safety, clinical quality and outcomes
To reduce waiting times for our patients by achieving the A&E and RTT standards through: <ul style="list-style-type: none"> A&E Recovery Plan RTT Plan 	To improve the experience for patients, carers and their families through: <ul style="list-style-type: none"> Delivering well-led compassionate, individualised care in partnership with patients and families in appropriate environments, safeguarding vulnerable people. 	To improve the experience for patients, carers and their families
To develop our partnership with CMFT through: <ul style="list-style-type: none"> SHS LCO 	To develop our specialist services and, in collaboration with our partners in health and social care, leading on the development and implementation of integrated care through: <ul style="list-style-type: none"> Supporting and playing our part in transforming the health and social care system through Greater Manchester Devolution 	To develop single services that build on the best from across all our hospitals
	To provide our patients with cutting edge care through applied research and innovation to deliver improved safety, clinical quality and a patient centred approach to our services through: <ul style="list-style-type: none"> Strengthening our translational capacity Driving engagement with research through participant recruitment, public and patient involvement, and communications. 	To develop our research portfolio and deliver cutting edge care to patients

<p>To increase staff engagement through:</p> <ul style="list-style-type: none"> • Workforce Strategy • Approach to Quality Improvement 	<p>To develop our organisation, supporting the wellbeing of our workforce and enabling each member of staff to reach their full potential through:</p> <ul style="list-style-type: none"> • Implementing the OD Strategy, focusing on: developing a high performing, inclusive and values based culture that increases organisational resilience and agility and City of Manchester system leadership and integration (LCO) • Implementing the people strategy focussing on: workforce information and policies, workforce design and succession planning, attraction and resourcing; staff engagement; talent and performance management • Developing a clear action plan and measurement framework to implement three year ED&I strategy 	<p>To develop our workforce enabling each member of staff to reach their full potential</p>
<p>To deliver £25m of financial improvement through:</p> <ul style="list-style-type: none"> • Improvement CIP Programme 	<p>To remain financially stable through:</p> <ul style="list-style-type: none"> • Ensuring short & medium term financial stabilisation, the on-going management of cash and ensuring the delivery of CIPs • Refreshing the 'Going Digital' Informatics strategy for 2016-21, following engagement and consultation on this with stakeholders 	<p>To achieve financial sustainability</p>
	<p>To provide the best quality assured education and training through:</p> <ul style="list-style-type: none"> • Delivering excellent education and learning with the aim of further developing reputation, innovation and attracting and retaining a highly skilled workforce 	