



# Guide to Strategic Planning in NHS Tayside

**WORKING WITH YOU FOR BETTER HEALTH AND BETTER CARE**

## GUIDE TO STRATEGIC PLANNING IN NHS TAYSIDE

### **Identifying the Readership**

This guide is intended for anyone responsible for, or involved in, the production of strategies, plans or improvement work. It is important that everyone involved in this work understands fully the relationship between the various levels of planning. It is also important that all levels of planning ultimately support the Vision and Strategic Aims adopted by NHS Tayside. The guide is also for Board members so that they can, both in principle and practice, see a link between the decisions they take and the actions taken forward by staff within NHS Tayside and partner organisations. The guide will also help managers and staff delivering services make the connection between what they do and the Board's Strategic Aims.

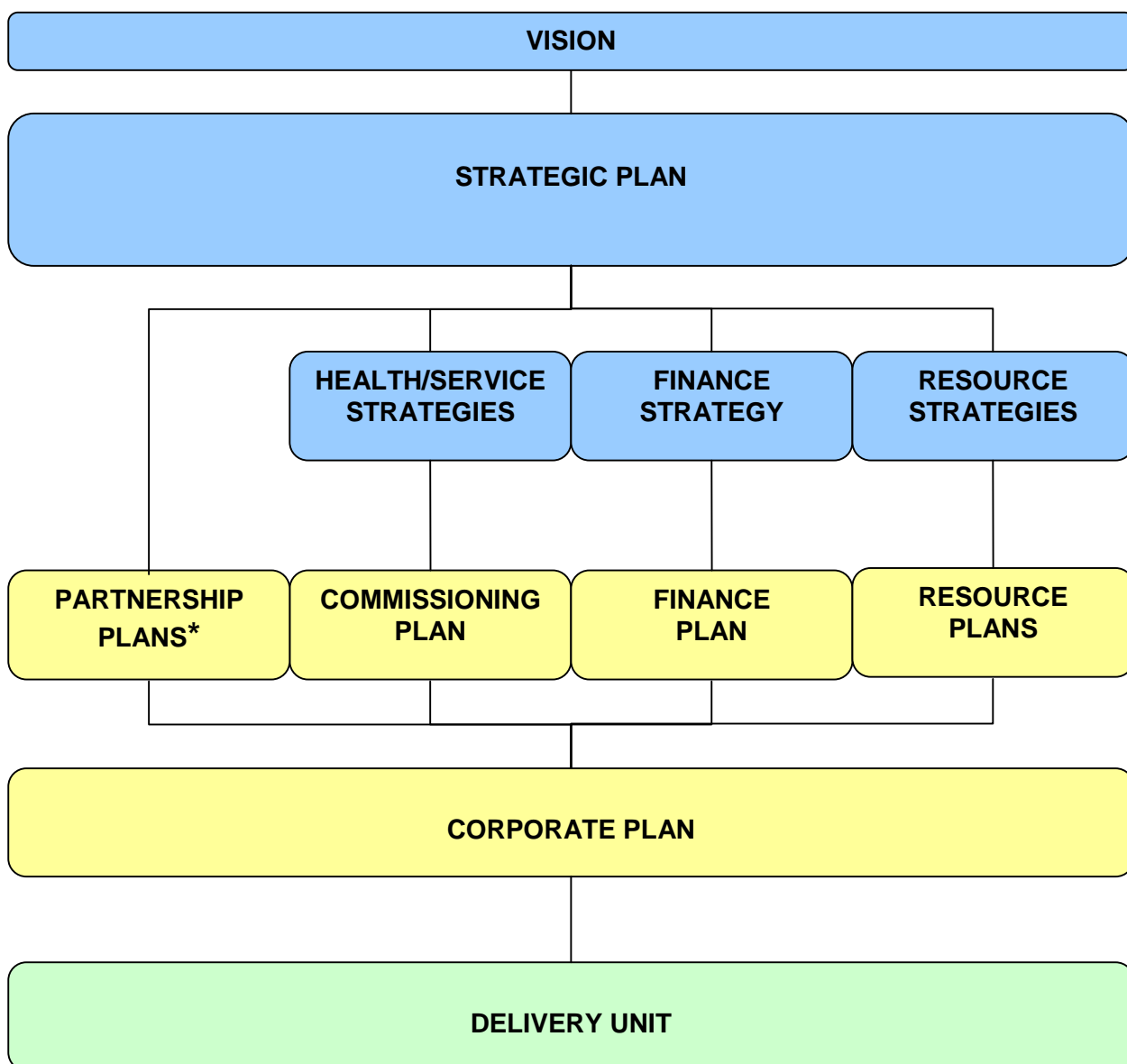
### **Establishing a New Framework**

The diagram overleaf outlines the relationships between the different elements that are used to improve strategic effectiveness (planning for long term success) in NHS Tayside. The rest of the guide explains how each part of the diagram relates to the others, what their purpose is, and how they are constructed. This guide is part of a new framework for strategic effectiveness providing a clear, aligned and integrated map between the overall vision and aims of NHS Tayside, through the strategies and plans which support this, to delivery of better health and better care for the people of Tayside. Importantly, the new framework is also about a stronger emphasis upon strategic, longer-term planning which will both make more explicit where NHS Tayside wants to be in terms of improving health and care and give a stronger basis upon which to assess operational, short-term planning and delivery.

### **Moving from the Current Framework**

The content for each element is described in more detail on the following pages. At the end of the document is a summary of some of the processes required to support that transition involved in implementing the framework. The framework will be implemented with the annual cycle starting in April 2010. From 2011 the whole strategic effectiveness framework will be reviewed every other year to ensure it is fit for purpose.

## Strategic Effectiveness in NHS Tayside



\* The Partnership Plans are: The Local Delivery Plan (LDP); the Single Outcome Agreements (SOAs); the Regional Planning Groups' Work Plans; and Actions from the Annual Review.

## VISION

Being explicit about NHS Tayside's vision helps to align all organisational effort towards its achievement. NHS Tayside has chosen to communicate its vision through a strap line which is to be placed on all official papers:

**Working with you for better health and better care**

## STRATEGIC PLAN

NHS Tayside's Strategic Plan that sets the strategic direction of the whole organisation. All work in NHS Tayside, including all the elements of this framework, must show explicitly how they help deliver the aims and outcomes of the Strategic Plan. It covers a five year period, but is reviewed annually to ensure that the long-term priorities remain valid for the Board.

The production of the Strategic Plan is the responsibility of the Director of Health Strategy and it is presented to the board for approval in May of each year. A full plan in year one will be followed by annual updates until the end of the five years when a complete review will be undertaken.

The Strategic Plan includes:

- Strategic Aims
- Values
- Strategic Outcome Measures
- Health and Service Strategies
- Strategic Resource Intentions

each of these elements are described below.

### Strategic Aims

These are inter-related long term aims which, if delivered, will progress Tayside towards the vision of having better health and better care. Each aim is of equal importance and NHS Tayside is committed to achieving all of these in a complementary, integrated way. The strategic aims are to:

*Contribute to closing the health inequalities gap within a generation.*

*Improve healthy life expectancy by supporting people to look after themselves.*

*Ensure services meet minimum quality standards, especially patient experience.*

*Be cost effective in all decisions, action and services.*

### **Alignment of Strategic Aims to Triple Aim**

NHS Tayside's four Strategic Aims map very closely to the Triple Aim Model which has been developed by the Institute of Healthcare Improvement ([www.ihl.org](http://www.ihl.org)) to optimise a health system and which is being used in NHS Tayside. The Triple Aim model looks at 3 dimensions of health care:

- 1) the health of a defined population
- 2) the experience of the individual
- 3) the per capita cost

It is employed in NHS Tayside to make sure that development and improvement directly takes into account, as appropriate, these fundamental considerations. This also will help to align such development and improvement work to the four Strategic Aims.

### **Values**

The above strategic aims are closely aligned to the three NHS Tayside values of:

<i>Valuing People</i>	<i>Valuing Health</i>	<i>Valuing Quality</i>
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### **Strategic Outcome Measures**

The Strategic Outcome Measures are outcomes that expand upon the Strategic Aims. This is an essential part of making sure that the Strategic Plan does not just remain a statement of intentions but is translated into coherent, system wide, service improvements that make a real and intended difference to care and health.

The Strategic Outcome Measures are about making changes which will specifically contribute to the achievement of the four strategic aims and which would not otherwise happen without planned, co-ordinated, system wide interventions. There will be a formal review of the position against each of the outcomes to enable the Board and others to assess progress, update the Plan and take other actions as necessary.

### **Strategic Resource Intentions**

The NHS Tayside Strategic Plan also includes definitive strategic intentions about the principal resource areas of: finance, workforce; organisational effectiveness; estates and facilities; information; eHealth and communication

The Strategic Resource Intentions are a summary of the different strategies in place for finance, workforce, organisational effectiveness, estates and facilities, information, eHealth and communication. All of these areas require to be integrated and driving towards the strategic aims.

### **Health and Service Strategies**

This section lists the six health and service strategies which NHS Tayside have agreed will be developed.

## **SUPPORTING STRATEGIES**

Underlying the Strategic Plan are a number of strategies that cover the same five year period. These are grouped into Health/Service Strategies, Finance Strategy and Resource Strategies. All these strategies (see detail below) direct organisational effort to create long term changes that would not otherwise happen. Each strategy has to demonstrate clearly and explicitly how it contributes to measurable progress towards the Strategic Aims and Outcomes set out in the Strategic Plan. They therefore translate the overarching Strategic Aims which apply to all populations and services to more specific changes required in their topic area.

## **HEALTH/SERVICE STRATEGIES**

Like all supporting strategies, the health/service strategies cover a five year timescale laying out changes required that would not otherwise happen, but cover a particular population or service area (e.g. Older People, Health Equity). Each strategy will not be costed in detail, but will give broad implications of the likely resource impacts. In general, they will not specify how changes will be achieved, however, in exceptional circumstances it may be necessary.

It has been decided by the NHS Tayside Board that there will be six strategies in place for NHS Tayside:

- Children and Young People
- Older People
- Mental Health
- Long Term Conditions
- Health Equity
- Specialist Clinical Services

Having only six strategies does not negate the need for specific work plans for clinical areas/services, but these will take their lead from the relevant strategy and will not normally be presented to the Board, although they will be considered by the Delivery Unit Committee.

The strategies should not generally change significantly within their five year period. An updated strategy will therefore only be requested as a result of one of the following:

- A strategic analysis which highlights that the lack of an up-to-date strategy has a detrimental effect upon the Board achieving the strategic aims.
- A requirement of community planning.
- A strategic review that indicates a past strategy was unrealistic or failed to take account adequately of the circumstances encountered.
- A formal request by Government.

There may be some issues that lie outwith these six strategies that it is of benefit for the Board to consider. In such cases a Strategic Position Statement will be produced at the request of the Board. This short document will ensure that the Board are up-to-date with relevant issues.

The people listed below have responsibility for producing these documents which will be presented to the board for approval in May - July of each year.

Children and Young People	Director of Change and Innovation
Older People	Director of Health Strategy
Mental Health	Director of Health Strategy
Long Term Conditions	Director of Change and Innovation
Health Equity	Director of Public Health
Specialist Clinical Services	Director of Health Strategy

## **FINANCE STRATEGY**

The Finance Strategy covers financial changes required to achieve the Strategic Aims and facilitate changes indicated in the Health/Service Strategies. It covers both capital and revenue and forms an essential link between all the other parts of the Strategic Framework. Such an approach will create a planned long term balance between allocated investment into services, internally funded redesign within services, and disinvestment where evidence suggests that services have no or limited benefit in relation to their costs.

The Finance Strategy will be explicit about the overall use of revenue and capital funds, including identifying long-term priority areas, the overall funds available for the major commissioning and other areas of health to encourage flexible use of resources, plans for productivity improvement and efficiency savings, as well as forecasts of future allocations. This will be driven significantly by the specific Strategic Aim of achieving cost effectiveness, and by the weighting in the Strategic Aims designed to put most effort into the health topics, populations and services which need most improvement. In other words, NHS Tayside will seek to disinvest comparatively from any services or activities which are shown to be either insufficiently cost effective or not targeted on an area of strategic need. A qualification is that some investments may be sufficiently cost effective but may take a long time to be effective.

The Director of Finance is responsible for production of this document and is presented to the Board for approval in September – October of each year.

## **RESOURCE STRATEGIES**

Each major resource area should have its own specific five year strategy. These areas are:

- Workforce
- Organisational Effectiveness
- Estates & Facilities
- Information
- eHealth
- Communication

Each will lay out the changes required to allow the Strategic Plan and the Health/Service Strategies to progress. All the resource strategies will be fully cross-referenced with each other and the finance strategy so the interdependencies are recognised and addressed. Together these form an integrated resource package to facilitate long term progress towards the Strategic Aims.

The people listed below are responsible for producing these documents and will be presented to the board for approval in September – October of each year.

- Workforce
- Organisational Effectiveness
- Estates & Facilities
- Information
- eHealth
- Communication
- Director for Workforce
- Associate Director of Change and Innovation
- Director of Operations
- Director of Change and Innovation
- Director of Finance
- Board Secretary

## **SUPPORTING PLANS**

The Commissioning Plan, Finance Plan and Resource Plans will translate all of the above long term strategies into concrete annual service improvement plans for their relevant and specific area of responsibility. They will specify improvements in outcomes and standards for the year with demonstrate explicit alignment to delivering the relevant strategy and overall Strategic Aims and Outcomes from the Strategic Plan.

## **COMMISSIONING PLAN**

This annual, composite Commissioning Plan integrates the annual proposals developed from the six strategies. These annual plans should all reflect the in-year outcomes stemming from the appropriate five year strategy. The overall purpose of the Commissioning Plan is to make sure that for the forthcoming year change and outcomes will be delivered that support the Strategic Plan and its supporting strategies, while taking account of current circumstances such as funding.

In all cases it is essential that there is full engagement with the clinician community.

The Director of Change and Innovation has responsibility for producing this document which will be presented to the board for approval in March of each year.

## **FINANCE PLAN**

This annual plan focuses on revenue and capital budgets for the coming year, but sits within the framework set out in the Finance Strategy. Each year the Finance Plan will co-ordinate with the commissioning plan and the resource plans.

The aim of the Finance Plan is to demonstrate financial balance in year and the allocations that are required to achieve that, to outline the investments and disinvestments that will take place within the year and to summarise the steps that will be taken in the coming year towards achievement of the longer term aims in the Finance Strategy.

The Director of Finance has responsibility for producing this document which will be presented to the Board for approval in March of each year.

## **RESOURCE PLANS**

These annual plans highlight the in-year issues arising from the appropriate five year strategies. These should be co-ordinated with each other, the finance plan and the commissioning plan.

The people listed below are responsible for producing these documents which will be presented to the board for approval in December - January of each year.

- Workforce
- Organisational Effectiveness
- Estates & Facilities
- Information
- eHealth
- Communication
- Director for Workforce
- Associate Director of Change and Innovation
- Director of Operations
- Director of Change and Innovation
- Director of Finance
- Board Secretary

## **PARTNERSHIP PLANS**

These documents are either based around government targets and objectives or are developed with NHS Tayside's partners. These are the Local Delivery Plan, Single Outcome Agreements, Regional Planning Work Plans and Annual Review actions.

These documents all have separate mechanisms for development and approval. In developing these documents the principle applies of ensuring all activity in NHS Tayside supports the overall vision and helps progress towards the Strategic Aims and Outcomes.

## **CORPORATE PLAN**

The annual Corporate Plan is an amalgamated high level summary of the annual Commissioning Plan, the Finance Plan and Resource Plans, as well as the Partnership Plans (Local Delivery Plan, Single Outcome Agreements, Regional Planning Groups' Work Plans and the actions from the previous Annual Review). The purpose of bringing all of these together in a single document is to provide a concise form of all the main actions and outcome for the following year for which the NHS Tayside Executive Team is responsible.

The Corporate Plan is approved by the Board. It represents a summary of other plans which the Board considers for approval on an individual basis (with the exception of the actions from the Annual Review which are decided by the Cabinet Secretary). The Corporate Plan will be explicit about how each individual target/action within it contributes to achievement of the Strategic Aims and progress towards the Strategic Outcomes Measures in the Strategic Plan. This will mean that current proposals will be placed in a wider, longer term context.

Responsibility for the delivery of each target/action will be formally identified and linked to personal objectives for individuals and collective responsibility for the Executive Team. The Board is updated quarterly on progress and receives an annual report at the end of each year which will support good governance, accountability and openness. The Corporate Plan will continue to be linked to communications with the public.

The Director of Health Strategy is responsible for producing this document which will be presented to the board for approval in March of each year.

## **DELIVERY UNIT**

The Delivery Unit is responsible each year for the operational delivery of the outcomes and actions set out in the Plans and Strategies. Exceptions to this are services provided directly by the Board and actions NHS Tayside agrees with all our partners. All decisions and actions of the Delivery Unit will be consistent with overall progress towards the Strategic Aims and Outcomes of NHS Tayside.

## NHS Tayside Annual Planning Cycle

Key:		Date	April	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar
X	Board Approval													
	Update for Board													
<b>Strategic Plan (5 year):</b>	May		X											
<b>Health/Service Strategies (5 year):</b>	May-July		X	X	X									
<b>Finance Strategy (5 year):</b>	Sept-Oct							X	X					
<b>Resource Strategies (5 year):</b>	Sept-Oct							X	X					
<b>Commissioning Plan (Annual):</b>	Jan													X
<b>Financial Plan (Annual):</b>	March													X
<b>Resource Plans (Annual):</b>	Dec-Jan										X	X		
<b>Annual Corporate Plan (Annual):</b>	April-May	X	X											
<b>Local Delivery Plan:</b>	Feb												X	
<b>Single Outcome Agreements:</b>	Feb												X	
<b>Regional Planning Group Work Plans:</b>	March													X