

Our Vision and Strategy 2030

Approach to Co-Production

13th October 2023

1. Introduction

On 28th September 2023, the Chief Executive, Dr Maria O’Kane sought the endorsement of Trust Board in relation to her intention to develop a new vision and 5-year strategy for the Trust.

Dr O’Kane signalled in her statement to Trust Board the clear compelling narrative for culture change within the organisation based on what staff have told the Senior Leadership Team of the Trust. The development of the vision and strategy is a clear opportunity to engage staff, patients & services users and start the cultural change we want to see. Dr O’Kane, therefore, set out her clear commitment to build the vision and strategy carefully together with staff, as well as partners and the population of the Southern Trust. She outlined 3 guiding principles for moving forward:

- We will ensure safe care and improving quality is everyone’s top priority
- We will invest our funding where it adds most value
- We will intentionally follow through on our actions

It is the intention of the Trust’s Senior Leadership Team to have a developed vision and outline of its Strategy by end of March 2024. However, we wish to take a flexible approach to the development and implementation of the strategy that will allow us to learn and adapt as we progress. We want staff, patients / service users, and partners to help us co-produce our Vision for the future. Everyone should have a voice in producing the Vision, so it is all OURS and everyone owns it.

This paper sets out the approach to the first stage of engagement with Trust staff in developing the vision and 5-year strategy for the Trust.

2. Stage 1 – October 2023

Feedback on the draft approach

As a first step, the approach outlined in this paper will be shared with the four subgroups of the Trust’s External Reference Group: Culture and Leadership Subgroup; Safety and Quality Subgroup; Data Subgroup; and Governance Subgroup. This will enable us to seek their views, guidance and ideas around how we should best engage with our workforce and patient / service users and carers, and how best to involve them. The feedback from these groups will be reflected in the process to be taken.

Communicating the Chief Executive’s ‘compelling narrative’ to our people

A clear signal to the organisation that the Senior Leadership Team and the Trust Board have heard the message that staff want things to be different in the organisation going forward, is a necessary step to enable the journey of culture change to move forward. Ensuring safe care and improving quality as everyone’s top priority, is at the heart of the Chief Executive’s ‘compelling narrative’. A clear message needs delivered that it is the intention of the Trust’s Senior Leadership Team to co-produce, with staff, a new vision, along with a strategic plan to set out how the vision will be realised. This narrative needs to be heard by staff across the organisation.

Trade Unions

With our Partnership Agreement in mind, a session between Trade Union Side and the Senior Leadership Team will be a vital first step, the purpose of which will be to engage Trade Unions early in the conversation to inform them of our direction of travel and seek to secure their buy-in and input on the journey.

Senior leaders

Communicating the 'compelling narrative' will then progress with the Trust's senior leaders – Assistant Directors, Divisional Medical Directors, Heads of Service and Clinical Directors, in conversation with the Chief Executive and Senior Leadership Team. This workshop will be a first step to building our 'community' of senior leaders.

Purpose of this session will be to:

- Communicate the 'compelling narrative'
- Take a 'temperature check' – will our senior leaders come with us on the journey?
- Explore what our 3 guiding principles mean to our senior leaders
 - What do you expect from us as a Senior Leadership Team?
 - What can you do as senior leaders?
- How we will engage with staff – test our engagement plan.

Wider workforce

A comprehensive communications plan will be required to communicate the narrative across the wider workforce. This will be vital to generate enthusiasm, optimism and hope, and should be a signal in itself that something different is happening, and things will change. Further conversations will be helpful with NHS Horizons and Trust Communications to support this plan.

Our Patients/ Users, Carers and wider Stakeholders

We will commence engagement with our patients, services users, carers and wider stakeholders. In the first instance, we will utilise existing networks to communicate our intention to develop the Vision and the process which will be followed. This engagement will include mechanisms such as the Southern Area Integrated Partnership Board and Community Planning Partnerships.

3. Stage 2 – Defining our vision (November)

Following on from the initial phase of informing staff of our intentions and our guiding principles, we will move to more focused engagement to define the key themes for our vision. The purpose will be to seek staff to help create the new vision, to help us create a better future for the Trust, our staff, our patients/service users and our community. This will be facilitated through the following steps.

1. A key initial workshop session will be held with the Trust Board given their key strategic role in driving the culture of the organisation.
2. This will be followed by a number of large engagement events with a cross section of our workforce.
3. It is likely that these will be in workshop style utilising an electronic means of gathering ideas and feedback.

4. The outputs from these engagement sessions will be reviewed and a number of themes will be agreed to help define a vision for the Trust.
5. Consideration will be given to 'crowdsourcing' ideas from across the workforce on the vision to ensure maximum staff engagement in a relatively short period of time.
6. The Trust Board will be involved and informed of progress throughout the process.

We will develop a detailed stakeholder engagement plan to ensure that patients, service users and wider stakeholders can also influence the development of the vision. This engagement will commence in November.

4. Stage 3 – Focused Engagement on the 5-year Strategy to deliver the Vision (December onwards)

It is expected that workstreams will be established to consider the development of the strategy in relation to key themes emerging. The workstreams will include representation from across the Trust and from across disciplines and grades.

Given that we know leadership creates the culture in the organisation, a key focus for engagement in relation to the development of the 5-year strategy will be around what staff want and need from their leaders – and in particular, the leadership behaviours aligned to our Trust values that will drive improvement in our culture.

In addition, if there are themes that are relevant to particular service areas of the Trust, these may require service focused engagement sessions.

5. General Approach to Engagement

Throughout the development of the Strategy it will be the intention of the Senior Leadership Team that we will engage with staff and keep them informed of progress. This will involve updates corporately and through Directorate channels as well as the use of internal Trust communication tools, such as the Trust intranet, 'Southern-i', 'Chat with the Chief', Leadership Walks etc. The approach to this will be reviewed as the development and roll out of the strategy progresses and is likely to require different approaches at different stages.

6. Overview of Approach – 2023/24

A summary of the phases of development to be carried out in 2023/24 are shown overleaf. However, an important principle of the approach we wish to take is that it is an evolving process, which can be flexible to the feedback and ideas coming from our staff, patients/service users, carers and wider stakeholders. Therefore, this approach will be subject to change as we progress.

Summary Approach to 5 Year Vision Development

