The toolkit’s analyses, frameworks and case studies provide useful direction and inspiration – a ‘pick-and-mix’ approach you can adapt to your trust, rather than a set of rules.

“As we are doing a refresh of our strategy we have taken the bits we needed and not followed it slavishly, which has worked well.”

Paula Head, Chief Executive, Sussex Community NHS Trust

A seven-stage approach to strategy development

- Frame: What is the right set of questions?
- Diagnose: What drives our performance?
- Forecast: What scenarios do we need to plan for?
- Generate Options: What are the potential strategic options?
- Prioritise: What is our combined strategy?
- Deliver: How do we deliver changes?
- Evolve: How do we adapt and learn?

Source: Strategy development toolkit, page 3
Tools and resources to apply in your trust

“We found the ‘three horizons’ model useful in ensuring our strategic aims have a good balance between short term actions and longer term plans that will support sustainability, and staff have given positive feedback about our strategy.”

Bob Kirton, Director of Strategy and Business Development, Barnsley Hospital NHS Foundation Trust

Case studies from across the NHS

“We have used examples in the toolkit to develop directorate delivery plans which support the overall strategy and vision. This has been a powerful way of communicating our priorities and aims to all levels of the trust.”

Ralph Hayward, Strategy Programme Manager, Devon Partnerships NHS Trust

Download the Strategy development toolkit

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