

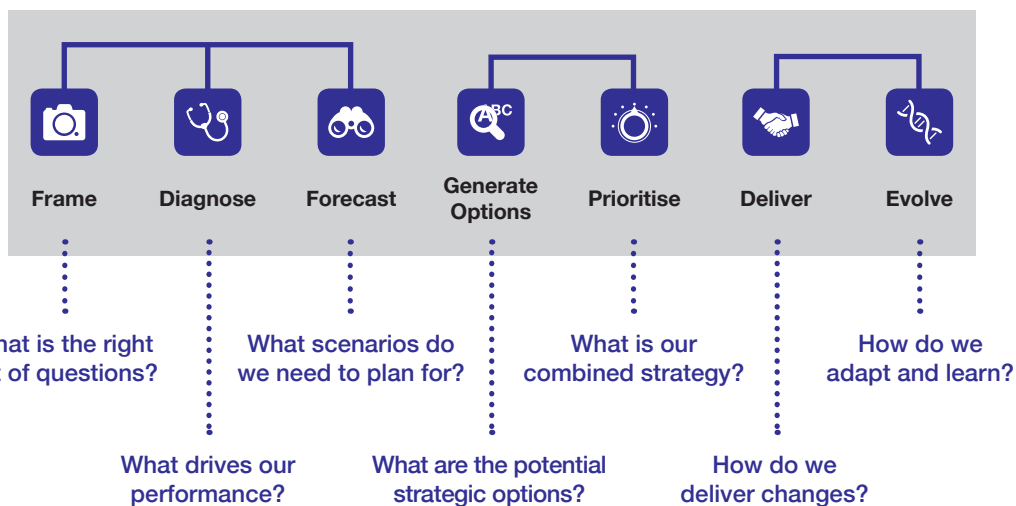
Strategy development toolkit

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

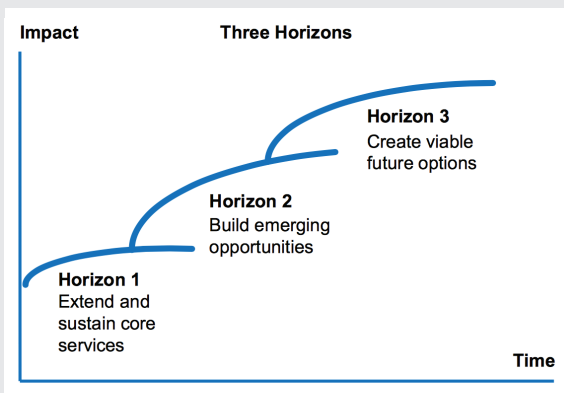
A seven-stage approach to strategy development



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



Source: *Strategy development toolkit*, page 172

Case studies from across the NHS

EXAMPLE			
How one trust translated a strategic theme into overall objectives, divisional goals, streams of work and team or individual targets			
One strategic priority theme	Four FT-wide strategic objectives for this theme	Three divisional goals to achieve first objective	Workstream to achieve divisional goal
<p>Improving care and services through integration and collaboration</p>	<p>Deliver the Integrated Care Programme for Older People</p> <p>Integration and Collaboration within the North West Sector</p> <p>Collaborate within Greater Manchester and beyond</p> <p>Service developments/ Redesign</p>	<p>1. Integrate pathways and assessment processes between Emergency Assessment Unit and community-based multi-disciplinary groups</p> <p>2. Integrate FT services into the multi-agency contact centre</p> <p>3. Care home medical practice involvement</p>	<p>2. Integrate FT services into the multi-agency contact centre</p> <p>Ten streams of work support the second goal, each with a KPI owned by one individual, eg Work-stream 2 - 'Integrate services into the multi-agency contact centre' and has these targets:</p> <ul style="list-style-type: none"> co-locate first round of FT services by January co-locate second round of services by June integrate processes and develop joint roles with partner organisations by December

Source: Salford Royal NHS Foundation Trust

“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

Source: *Strategy development toolkit*, page 332

Download the Strategy development toolkit

