

<b>Meeting title:</b>	Public Trust Board	<b>Public Trust Board paper F</b>			
<b>Date of the meeting:</b>	14 <sup>th</sup> September 2023				
<b>Title:</b>	Trust Strategy & Values Framework 2023-2030				
<b>Report presented by:</b>	Simon Barton, Deputy Chief Executive, Clare Teeney, chief People Officer, Michelle Smith, Director of Communications & Engagement				
<b>Report written by:</b>	Simon Barton, Deputy Chief Executive, Michelle Smith, Director of Communications & Engagement				
<b>Action – this paper is for:</b>	Decision/Approval	<input checked="" type="checkbox"/>	Assurance	<input type="checkbox"/>	Update <input checked="" type="checkbox"/>
<b>Where this report has been discussed previously</b>	Trust Leadership Team Trust Leadership Conference Trust Board Development Sessions (inc. Clinical Directors) Executive Planning meetings Trust Board Private				

**To your knowledge, does the report provide assurance or mitigate any significant risks? If yes, please detail which**

Since Autumn 2022, UHL has been on a journey to create a new organisational strategy, along with a refresh of its values. This is driven by the current UHL organisational strategy ending in 2023, the changing face of the world, UK, and healthcare over recent years including the rapid progression of the use of technology, along with the ability of the UK economy and workforce pipeline to meet the demand from healthcare.

**Impact assessment**

The 2023/30 strategic framework will be subject to Impact Assessments and this will also be the case for the wider strategy and values

Acronyms used:  
UHL-University Hospitals of Leicester,  
DCEO – Deputy Chief Executive  
DCE – Director of Communications & Engagement  
CEO – Chief Executive  
TLT – Trust Leadership Team

**Purpose of the Report**

This report has been produced to provide the Trust Board with the new Trust strategic framework of the new UHL Strategy & Values, “Leading in healthcare, trusted in communities” that will be at the forefront of the UHL strategy for the next 7 years.

**Recommendation**

Trust Board members are asked to approve the strategic framework for Leading in healthcare, trusted in communities - UHL Strategy & Values 2023-2030

**Main report**

The strategic framework for the new UHL Trust strategy “Leading in healthcare, trusted in communities” document is attached.

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ending in 2023, the changing face of the world, UK, and healthcare over recent years including the rapid progression of the use of technology, along with the ability of the UK economy and workforce pipeline to meet the demand from healthcare.

TLT and the Board's involvement in this strategy has been as follows:

- As participants in the 'We Are UHL' online platform conversation
- Trust Board and Clinical Directors workshop held in October 22'
- Trust Board and Clinical Directors workshop held in April 23'
- Trust Board Development session in July 23'
- Trust Leadership Team approval in July 23'
- Trust Board in private approval August 23'

An effective strategy is co-produced with colleagues and partners. In early 2023 we ran, through Clever Together, a series of anonymised online conversations to co-create our strategy. We asked colleagues, patients and partner organisations to share their views on where UHL should be heading in the future, what our goals and priorities should be and to shape our new organisational values.

- More than 15% of UHL colleagues (more than 3, 000 people) contributed to the online conversations, broadly representative of the wider organisation by job role, age, ethnicity and other key factors.
- Around 20% of invited external partners (more than 100 people) joined the conversation to answer challenge questions about UHL's purpose, vision and goals.
- We ran three patient focus groups to explore the vision and goals in more depth.

This led to the final Clever Together report which was produced in June 2023. From there the strategy document has been in a production phase, with contributions from Executive Directors to their relevant lead sections, an original draft by the DCEO, and edits by the CEO and DCE. This has been finalised and iterated through the approval groups identified above and in line with the Trust's governance.

The next steps include:

- Launch of the framework across UHL and to the Trusts Annual General Meeting
- Presentation of the full strategy and values document to the Public Trust Board on 12<sup>th</sup> October
- Sharing with partner organisations both inside and outside the NHS
- Further launch of the framework, strategy and values at the UHL leadership event on 13<sup>th</sup> October including the design of how that leadership community will help achieve it
- A process of strategic deliver planning that begins in October which embeds the goals and values in the way the Trust operates, including clear measure of how the progress of implementation will be tracked
- Quarterly reporting to the Board on implementation progress

## **Recommendation**

Trust Board members are asked to approve the strategic framework of the new Trust strategy "Leading in healthcare, trusted in communities"

# Our strategic framework

Vision: Leading in healthcare, trusted in communities

Four goal areas

High-quality care for all

We will deliver timely, safe and personalised care for everyone who needs it

A great place to work

We will support our diverse workforce and create learning environments that promote high-quality care

Partnerships for impact

We will make a difference at scale and strengthen community relationships

Research and education excellence

We will grow as an international centre of excellence for research, education and innovation

Our UHL values



Compassionate

We care for patients and treat each other with kindness, dignity, and respect



Proud

We are proud of what we do, are responsible for our actions, and continuously improve to be the best we can be



Inclusive

We promote fairness and equity, celebrate diversity, and challenge discrimination wherever we find it



One Team

We work together and collaborate to make a difference for patients, partners and communities

Embedding health equality and inclusion in all we do

Enablers of success



Continuous improvement approach



Digital, data and technology



Financial sustainability



Becoming a Green Trust



Working with people and communities

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