

## Refreshing our Annual Commitments

**Public Board**  
**25 January 2024**

<b>Presented for:</b>	Information/Assurance
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<b>Previous Committees:</b>	NONE

<b>Our Annual Commitments for 2023/24 are:</b>	
Effectively develop and deploy new assets (buildings, equipment, IT)	✓
Reduce healthcare associated infections	✓
Improve staff retention	✓
Deliver the financial plan	✓
Reduce average length of stay by 0.5 days per patient	✓
Achieve the Access Targets for Patients	✓
Support a culture of research	✓

<b>Risk Appetite Framework</b>				
<b>Level 1 Risk</b>	<b>(✓)</b>	<b>Level 2 Risks</b>	<b>(Risk Appetite Scale)</b>	<b>Impact</b>
External Risk		Strategic Planning Risk - We will deliver Our Vision “to be the best for specialist and integrated care” though the delivery of a set of Strategic Goals and operating in line with Our Values.	Cautious	Moving Towards

<b>Key points</b>	
1. The paper sets out the process to close down the 2023/24 commitments and agree refreshed commitments for 2024/25	Information

## 1. Summary

This paper outlines the process to refresh the Trust's annual commitments for 2024/25 including:

- Close down of the 20223/24 commitments
- Selection of the commitments for 2024/25
- High level implementation planning

## 2. Background

During 2023/24 the Trust undertook a process to refresh our strategic planning framework and implement a new approach to strategy deployment via a set of 'annual commitments' using the Leeds Improvement Method (LIM) to:

- Identify and prioritise the most important issues we must act on to deliver the highest quality specialist and integrated care.
- Generate alignment from our long-term strategic vision to the annual commitments requiring in year action.
- Create focus and alignment throughout the organisation so that local improvement plans, leader standard work and daily management contribute to the delivery of our annual commitments.

The Board approved the refreshed vision, mission, multiyear goals and 7Cs for 2023/24 at the time out on 21 March 2023.

## 3. Proposal

### a. Process to close down the 2023/24 commitments

As we approach the end of the first year of our goal deployment process it is important that we put in place a process to support the formal close-down of the 2023/24 commitments and enable any learning to be captured to inform our efforts in 2024/25.

Therefore, a feedback process engaging CSUs will be initiated in January to capture learning from 2023/24 so we can continually improve the planning and delivery of our annual commitments.

A Trust-wide year end position against each of the seven commitments will be pulled together in Q4 and be available to inform the Executive timeout in February before being reported at the March Team Brief.

CSUs will present their full year update against the commitments to the Executive team at their end of year review meeting in early March.

### b. Process to determine and launch the 2024/25 commitments

A series of 'set piece' conversations will take place to agree our annual commitments for 2024/25 and engage colleagues across the Trust in delivering against these.

The progress made on the current in year commitments, and whether this is considered sustainable enough to move into a business-as-usual (BAU) environment, will support the

conversation around any changes to the existing commitments or implementation of new ones. Lines of enquiry that will be considered include:

- Has sufficient progress been made to transfer the commitment to business as usual?
- Is there a risk that by transferring commitment to BAU there will be benefit erosion?
- Could the commitment be more effectively pursued through greater specificity?

If new commitments are identified consideration should be taken around:

- Is there a clear alignment to our multiyear goals?
- Is the subject matter a topic which requires action across the whole organisation supported by LIM principles?
- Is the commitment achievable/feasible?
- Can the commitment be clearly measured?
- Can the Trust resource successful delivery?
- Do the proposed commitments create a coherent framework for action collectively?

### c. High level implementation plan

27 November and 12 December	Executive Time Outs to review environmental scan and alignment of core strategies to multi-year goals
14 February	Executive Time Out review progress on 20223/24 commitments and agree proposed commitments for 2024/25
w/c 4 March	CSU full year review meetings with Executive team
6 March	Team Brief – closedown of the 202023/24 commitments
6 March	Senior Leaders – soft launch of the new commitments to build understanding and buy in with senior leaders
21 March	Board Time Out with Senior Leaders and speciality leadership teams – Feedback from 2023/24 and formal launch of the commitments for 2024/25
3 April	Organisation wide communication of the new commitments via Team Brief
April-May	<ul style="list-style-type: none"> <li>• CSU delivery plans to be developed and initiated</li> <li>• Review of cross functional programmes to ensure alignment and support delivery of the commitments</li> </ul>

## 4. Financial Implications

None

## 5. Risk

Delivery of the annual commitments across the organisation aims to maintain and improve a range of the risk appetites and tolerances defined by the Board, with a focus on strategic planning

The paper relates to strategic planning risk and describes our process of goal deployment via our annual commitments to support delivery of our vision to deliver the highest quality integrated and specialist care for patients.

## **6. Communication and Involvement**

A full communications plan will be developed including:

- Building recognition and understanding of the commitments
- Considering the right 'frame' for messaging regarding the new commitments e.g. supporting environmental sustainability via waste reduction, considering how timely starts and finishes in theatre maximise throughput and allow colleagues to get home on time.
- Supporting colleagues to understand how their role contributes to improving patient care/delivering commitments
- Supporting CSUs to embed the annual commitments within their teams
- Demonstrating achievements and progress against annual commitments (organisational, CSU and individual)
- Building awareness of our strategic approach with external partners
- Reinforcing The Leeds Way
- Making information as accessible as possible and available at the point of interest

A sample of initial communications activity to take forward includes:

- Official launch at Trust Board Time Out in March
- Develop a clear and consistent narrative in plain English
- Update visual brand – The7Cs
- Create collateral – booklet, video, intranet content, posters, pens
- Selfie campaign for staff to share their individual contributions to the commitments
- Regular updates against progress to flow from mid-year reviews/IAMs
- Develop further as other actions are agreed and more content around the plans is available
- Reinforce through all communications

## **7. Publication Under Freedom of Information Act**

This paper has been made available under the Freedom of Information Act 2000

## **8. Recommendation**

The Board are asked to receive this report for information and to provide assurance on the process to refresh and delivery of the annual commitments.

James Goodyear  
**Director of Strategy**  
January 2024