



<b>Report to:</b>	Trust Board			
<b>Date of meeting:</b>	23 May 2019			
<b>Report title:</b>	Organisational Strategy 1 year review			
<b>Agenda item:</b>	10			
<b>Report Author(s):</b>	Adam Levy, Head of Strategic Development Angela Flaherty, Interim Director of Strategy & Engagement			
<b>Presented by:</b>	Angela Flaherty, Interim Director of Strategy & Engagement			
<b>History:</b>	Consideration by the Executive Committee on 15/05/19 (ref: ExCo/19/42)			
<b>Status:</b>	<input checked="" type="checkbox"/>	<b>Assurance</b>	<input type="checkbox"/>	<b>Discussion</b>
	<input type="checkbox"/>	<b>Decision</b>	<input checked="" type="checkbox"/>	<b>Information</b>

**Background / Purpose:**

The London Ambulance Service NHS Trust's organisational strategy was signed off by Trust Board in May 2018, which outlined our ambition to become a world-class ambulance service for a world-class city. This strategy detailed how we want to change and improve the way in which we provide urgent and emergency care to the people who live, work and travel in London. It seeks to improve the care we provide for all of our patients and, crucially, to do so in the most cost effective way to generate savings for the NHS as a whole.

As part of our new strategy, we identified two key ways that we would deliver our strategy:

- The delivery of a number of strategic programmes to oversee the changes and service developments needed for implementation of our strategy
- Refreshing or writing a series of enabling strategies that examine the implications for all functional areas of our organisation

This paper provides an update on:

- Progress on the implementation and aims of each of our strategic programmes
- Progress on refreshing or writing all of our organisational enabling strategies
- How we are ensuring we have effective stakeholder engagement
- How much of our overall goal of reducing emergency department conveyances and making savings to the wider NHS system we have achieved

We will continue to drive forward progress on each of our strategic themes, sign off and implement our enabling strategies and build strong and effective relationships with our key stakeholders. Trust Board will receive regular oversight of all of these activities through delegated committees and the Integrated Performance Report.

Whilst a significant amount of work went into the development of our 2018-23 strategy with particular focus on detailed modelling, we are now in a position to fill in some of the assumptions that were made with actual data from the past year. That, in conjunction with the publication of the



new NHS long term plan and an ever-changing urgent and emergency care sector has led us to the view that it would be sensible to refresh our organisational strategy, particularly focussing on updated modelling.

The strategy team will lead on this work with the intention of presenting it to Trust Board for consideration in November 2019 instead of a standalone 18 month strategy review

**Recommendation(s):**

This report seeks to provide Trust Board with information about and assurance on progress of delivery of our new organisational strategy.

Trust Board is asked to note the report

**Links to Board Assurance Framework (BAF) and key risks:**

N/A

**Please indicate which Board Assurance Framework (BAF) risk it relates to:**

<b>Clinical and Quality</b>	<input type="checkbox"/>
<b>Performance</b>	<input type="checkbox"/>
<b>Financial</b>	<input type="checkbox"/>
<b>Workforce</b>	<input type="checkbox"/>
<b>Governance and Well-led</b>	<input type="checkbox"/>
<b>Reputation</b>	<input type="checkbox"/>
<b>Other</b>	<input type="checkbox"/>

**This report supports the achievement of the following Business Plan Workstreams:**

<b>Ensure safe, timely and effective care</b>	<input checked="" type="checkbox"/>
<b>Ensuring staff are valued, respected and engaged</b>	<input checked="" type="checkbox"/>
<b>Partners are supported to deliver change in London</b>	<input checked="" type="checkbox"/>
<b>Efficiency and sustainability will drive us</b>	<input checked="" type="checkbox"/>