

Refreshing the HSCIC's strategy for 2015-2018

Linda Whalley, Assistant Director for Strategy and Policy
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Introduction

1. This paper provides an update on the proposed arrangements for refreshing the HSCIC's corporate strategy for 2015-2018.
2. Our preparatory work for the refresh has so far involved:
 - An awayday on 1st July, where the Executive Management Team (EMT) received a number of presentations which provided some helpful external perspectives to inform our thinking;
 - A two-day facilitated workshop on 9th and 10th July which provided an opportunity for some collective reflections on strategic priorities and ways of working;
 - A meeting on 18th July with the Department of Health (DH) Permanent Secretary, and senior leads from the DH and the Cabinet Office which provided a timely opportunity to test out some of the thinking from our workshop.

The context for this work

3. The conclusion reached at our workshops in July was that we have made significant progress on a number of fronts, but our legacy is still problematic and our stakeholders have mixed views about our reputation and profile. In particular, we are not yet focussed sufficiently on the needs of our customers. At the same time, there are some internal cultural issues that are still pervasive. Last year, our strategy was more outward-looking than inward-facing. The opportunity to refresh our strategy is therefore important in allowing us to address these issues.
4. We are working to clarify our "offer" to the wider health and care system. We are especially interested in the integration agenda, and this means we must take a critical look at the way we as an organisation engage with local government and adult social care. We have therefore engaged an external consultant with extensive expertise in this area to help us test out some thinking about the future needs of the care and wellbeing agenda, with a particular focus on the implications of the Care Act for local authorities and for citizens in need of services. The first phase of this work is nearing completion, and will be presented to the Board at its October meeting.
5. Along with our national partners, we are working on a set of issues that will change the way the health and care system works together. These include:
 - The implementation of the actions agreed as a result of the Partridge review;
 - Decisions about Accredited Safe Havens;
 - The implementation of new national informatics governance and assurance arrangements, which clarify the position of the HSCIC as the national informatics delivery partner. The HSCIC is establishing a new system-wide portfolio management office, and this will be supported by clearer

arrangements with the Senior Responsible Owners for the national programmes.

6. The work is also progressing at the same time as the National Information Board (NIB) is drafting its own strategy, around the following themes:
 - Data and standards;
 - Managing existing assets and aligning the current portfolio;
 - Addressing issues of supply and demand;
 - Maximising the capacity and capability of the health and care workforce.
7. The NIB strategy will be helpful in putting the informatics agenda in the context of the wider changes and trends across society, including demographics changes and their implications for demand and need for health and care services. It must also take account of society's changing relationship with data and technology.
8. The NIB strategy will be the means by which we align the contribution of all the ALBs to the commissioning and delivery of health and care services.

Proposed approach to refreshing our strategy

9. A high level timeline for producing our strategy is set out below. This needs to be aligned to the business planning round for 2015/16, and work is in hand to address this.
 - **September**
 - Seminars with HSCIC Non-executive Board members
 - Workshops with Directorate SMTs, to ensure corporate focus
 - Discussion with NIB to agree approach to planning round
 - **October**
 - First substantive draft of strategy to be agreed at Board strategy seminar, for informal consultation and review (internal and external)
 - Review our strategy alongside the NIB strategy (depending on the timing of its publication)
 - **November**
 - Second draft of strategy for more public/formal consultation and review
 - **January**
 - Final version of strategy published.

Actions Required of the Board

10. The Board is asked to note this update.