Strategy Deployment

Where theory becomes reality

Strategy deployment is the process through which we identify and review the True North objectives for each strategic theme and cascade these throughout the organisation. It provides a framework to enable staff at all levels to be clear about our priorities, our progress against them and how they can best contribute.

Strategy deployment steers the development of improvement initiatives to support these common goals and determines how each of the five clinical directorates will operate and report.

It will benefit you by…

Providing clarity on the improvement outcomes that we want to achieve over the coming year. This will help you identify the improvements your team should be making, and by how much we need to improve.

Strategy Deployment Room

The Strategy Deployment Room provides a central point for the visual management of progress towards True North.

Performance against breakthrough objectives and the development of strategic initiatives and corporate projects are displayed in updated and comparable form to enable us to understand immediately where we are and allow review meetings to move quickly to issues and actions.
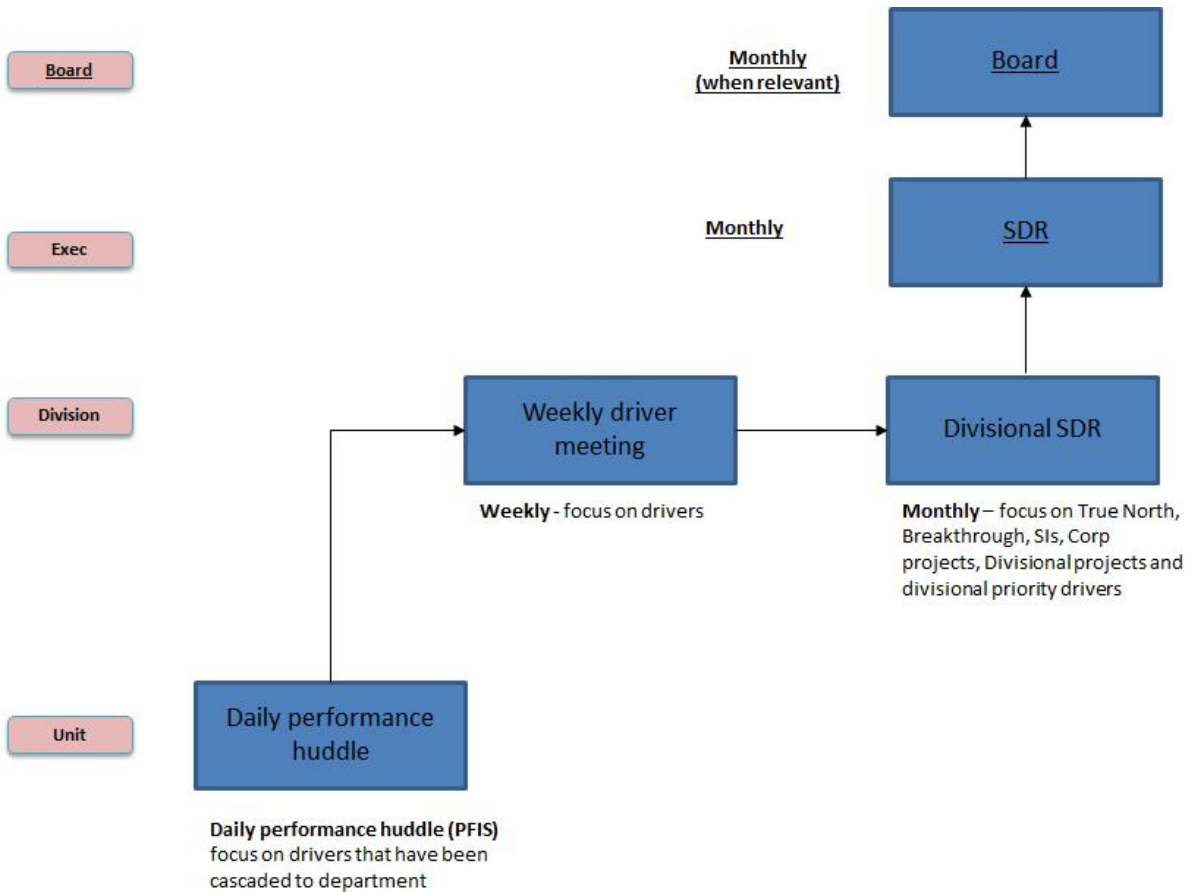
Deployment through the organisation

The strategy deployment process gives important consistency to the way we plan, work and report throughout the organisation – asking the same questions to identify the metrics that matter in each area and monitoring progress in the same way.

So each division looks at all its key indicators to identify a set of driver and watch metrics that directly feed through into the relevant breakthrough objectives and form the basis of a scorecard that can be monitored quickly and easily on a weekly basis.

The reporting structure also reflects the 'ward-to-board' philosophy of Patient First with performance monitored daily through brief 'huddles' held at unit level and collated weekly and monthly at the divisional and executive levels as the range of oversight expands.

Board

Exec

Division

Unit

Monthly (when relevant)   Board

Monthly   SDR

Weekly driver meeting   Divisional SDR

Weekly - focus on drivers

Monthly – focus on True North, Breakthrough, SIs, Corp projects, Divisional projects and divisional priority drivers

Daily performance huddle

Daily performance huddle (PFIS) focus on drivers that have been cascaded to department

Coaching and support

Coaching and support is an important feature of the whole strategy deployment process, with the standardisation of business rules and reporting activity designed to create space to enable our leaders to help their staff develop their skills and confidence.

NHS Brighton and Sussex University Hospitals NHS Trust