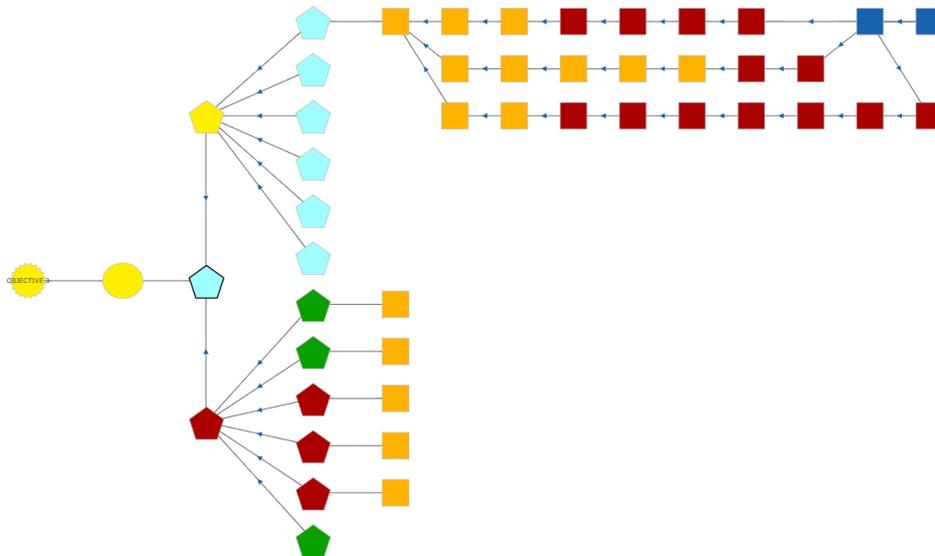

Sustainability & Transformation Partnerships (STP) Challenges

Clarity



Introduction

The first blog in this series set out the top five challenges faced by the 44 Sustainability and Transformation Partnerships (STP) in England; Coherence, Clarity, Consistency, Collaboration and Control. This third blog in the series provides some insight as to how to approach the second of these challenges – Clarity.

How do you ensure that your plans are easily understood, focused and prioritised with a clear line of sight from your objectives to how they will be accomplished and by whom?

The interconnected nature of the health and care system makes it challenging to have a clear line of sight and shared understanding of how best to deliver your plans.

It is important to adopt a structured approach that establishes a “golden thread” from your Objectives, through Results to enabling activities, giving a clear line of sight from strategy to delivery.

Clarity

As an organisation becomes larger and more complex the clarity it may have once had often becomes obscured. This lack of clarity can impact across everything that it does; from its Vision and Objectives, through to individual roles and responsibilities. This can also be compounded by the absence of a common and agreed business language across the organisation. The usual outcome is that the organisation becomes increasingly ineffective.

“It’s a lack of clarity that creates chaos and frustration. Those emotions are poison to any living goal.” - Steve Maraboli

Clarity is concerned with answering the question, ‘Why?’ Why does this organisation exist? Why do we have the Vision and Objectives that we have? Why am I working on my current task?

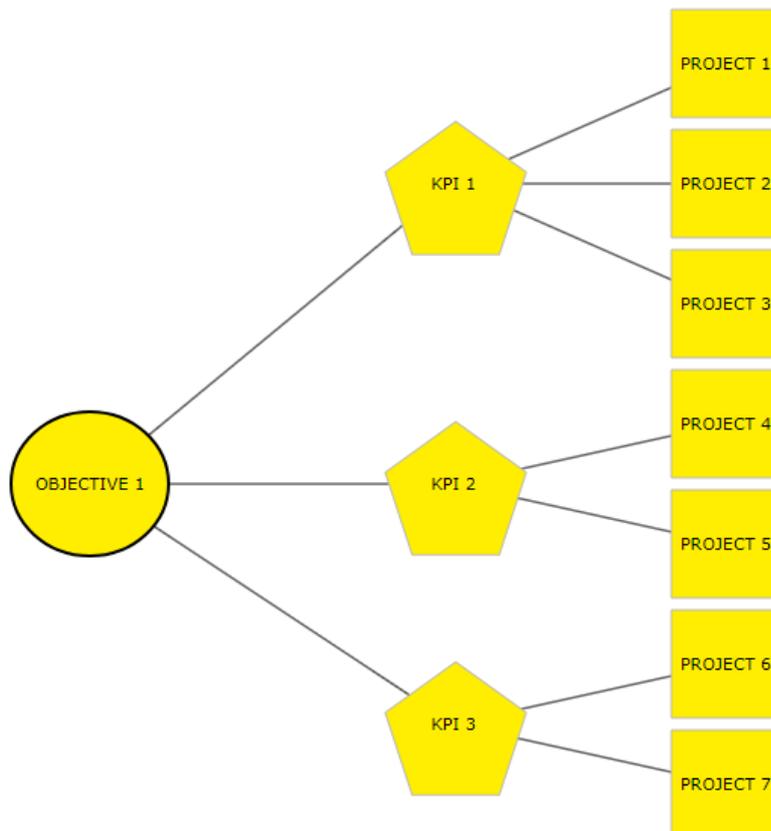
A lack of clarity will manifest itself as confusion across an organisation. A lack of clarity means that the Purpose, Vision and Objectives of the business are not clear, nor are they aligned with each other. Furthermore, it is not clear how what you are working on contributes to the Vision and Objectives of the business.

We must ensure that we are clear on what we are trying to achieve and why. It is fundamentally important that there is clarity across the STP; from a clear Vision and an agreed set of Aims and Objectives, to clarity of overall outcome and our contribution at an individual level. As individuals, it is important that we understand how what we are doing contributes to delivering what the STP wants to achieve.

The structured approach set out in the previous blog, Coherence, provides a framework that enables you to create the golden thread from your Objectives through to delivery, and everyone’s contribution to that delivery.

Once you have identified the STP’s Objectives and how they will be measured (often through making the connection between each Objective and the relevant KPIs that measure operational performance) you can then associate your transformational projects with the relevant KPIs.

Every project in which an STP invests should have a consequence; either enabling another project to deliver or contributing to the positive improvement in an operational KPI. By connecting individuals to each of the activities and deliverables within the projects you create the golden thread that shows how each individual is contributing to the Objectives of the STP.



Creating these “Business Maps” is a way of setting out your strategy for achieving your Objectives. You can also start to better understand the contribution that each project is making to your transformation and the impact of late or non-delivery.

NHS England has set out many KPIs for STPs, all of which should be included in your business mapping process. After all, transformation is always about improving your operational business. If any of the NHSE KPIs do not map to one or more of your Objectives then you have either missed an Objective, or you believe that there is no operational value in that KPI (in which case you could link it to an Objective such as “Meet NHSE Requirements”).

Conclusion

First understand the STP's Objectives and make them measurable by linking them to your operational KPIs. Align all your transformational projects with these KPIs and ensure that the projects have roles and responsibilities for delivery assigned. This then provides the golden thread from individuals' delivery through to STP Objectives.

Relational Business Management Software is essential in helping you to complete this task and to manage the ongoing delivery of your strategy and plans, after all it is impossible to hold this level of detail and complexity in your head.

