

## *Strategy Development*

### What our client wanted

Oxford Health had recently expanded through the acquisition of community services in Oxfordshire, and required to review its position in the marketplace and future strategy options. The trust required independent and expert advice to define and explore its strategy options, and to support the board in taking the trust forward.

### What Frontline did

In support of the in-house strategy team, we initially facilitated a board discussion that defined strategy parameters and resulted in the establishment of the strategy steering group. We then worked with the in-house team to analyse and benchmark the current position of the trust in its key business areas and to assess the market circumstances in which it is operating. We contributed a range of tools and models to this process, and guided the trust in its gathering and analysis of data and information.

We then facilitated the strategy steering group discussion that explored strategic options, and resulting from this outlined the board paper that would encapsulate the current position, trust vision and strategy proposals. This led on to detailed drafting of the strategy paper, with significant contribution around analysis of the strategy options and recommended way ahead.

### What difference we made

The strategy paper was presented to the board and accepted as the way forward for the trust. It was commented that this paper had been the most insightful that the board had discussed.

### What our client said

*"As a strategic adviser, critical friend, grit in the oyster and confidante, Frontline sensitively steered the Board through a process which produced agreed strategic priorities and a plan for future development. Their approach was thoughtful, creative and challenging. Bringing examples from other trusts and sectors, Frontline guided the Board through a blend of academic theory, real life case studies and deep pragmatism to produce a clear and structured outcome. With a warm and engaging style, and an ability to hold the confidence of the Board through sometimes uncomfortable discussions, Frontline helped nurture strategic thinking in the boardroom and left a legacy which sets the direction for the trust to navigate towards during the turbulent times ahead."*

Stephen Cass, Director of Strategy and Commercial Development, Oxford Health NHS Foundation Trust