



**Sheffield Health
and Social Care**
NHS Foundation Trust

SHAPING THE FUTURE

TRUST STRATEGY AND STRATEGIC PLANNING FRAMEWORK 2017 to 2020

| | Page |
|--------------------------------------------------------------------------------------------------|-------------|
| Our vision and strategy | 2-3 |
| Our Strategic aims Strategic objectives Enabling strategies | 4-5 |
| Our offer | 6 |
| Outcomes from our strategy | 7 |
| Our delivery objectives | 8-13 |

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Our Vision

Our Vision: To improve the mental, physical and social wellbeing of the people in our communities.

We will do this by:

- Working with and advocating for the local population;
- Refocusing our services towards prevention and early intervention;
- Continuous improvement of our services;
- Locating services as close to peoples' homes as we can;
- Developing a confident and skilled workforce;
- Ensuring excellent and sustainable services.

Our Values: Respect, Compassion, Partnership, Accountability, Fairness, Ambition

Our Strategy

Our strategy is summarised below



Quality and Safety: This is all about how we improve the quality of our services, ensuring care is safe and providing effective and accessible care delivered in true partnership with the service user.

This means working continuously to ensure the basics of good care are delivered, consistently and reliably. It's about the day to day interactions between our staff, service users and their carers, ensuring good standards of care are in place. It's about effectively reviewing how we are doing with robust governance arrangements supporting staff, teams and the whole organisation to ensure care is safe and of good quality.

People: We cannot deliver good care or make the changes we need to make without the active contributions and support from our staff. This is about every member of staff being able to deliver care and support effectively and being focussed on delivering improvements in quality and safety.

It's about every member of staff delivering our values and being responsible for delivering high standards of care and working to improve the quality of care they provide. We will continue to create and develop the conditions across all our services to enable this to happen. We will support staff to develop new skills and deliver new types of interventions and ways of working to take account of the needs of current and future service users. We will ensure staff are supported through change, are able to shape how we move forward, are effectively supported with quality supervision, training and appraisals and have the ability to put quality improvement at the heart of what they do.

Value for money: Demand for our services is growing and budgets are getting tighter. In order to provide high quality services we need to ensure all our resources are used effectively and support the delivery of effective care. This is about reviewing and challenging every pound we spend and ensuring it provides the best possible value. It's about ensuring as much of our staff time as possible is focussed on working with service users and carers and that our buildings and IT systems help us become more responsive, cost effective and support the ways that we will work in the future.

Future Services: It is important that we look to the future and develop new approaches to working with citizens and ensuring the support they need is available. This is about delivering services that builds on research, innovations from our service users and staff and developments across the rest of the care system and local communities.

We want to enable citizens across local neighbourhoods to have excellent physical and mental health. To do this we will work in partnership with primary care and other providers to ensure needs and opportunities through new pathways, employment, education and housing are supporting people and improving outcomes. This is about, for example, developing services so people's needs can be effectively supported within primary care, ensuring people with dementia are able to live as independently as possible, or that peoples mental and physical health needs are actively considered through effective liaison pathways and services. To achieve this we recognise the benefits that other organisations and services can bring and we will continue to work in collaboration and partnership to develop new ways of delivering care and support.

Service user and carers engagement – underpinning everything as we move forward: As we implement our strategy we are clear that service users' experiences and views, and those of their carers, are at the heart of our plans for service change and staff development. We are continuously improving our approach to working with service users and carers and learning from their experiences of care and will foster a culture of excellence in service user and carer engagement in which innovation, flexibility, and responsiveness are central.

Our Strategic Aims

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| Quality & Safety Aim | We will provide high quality care and support as early as possible in order to improve physical, mental and social wellbeing. |
| People Aim | We will promote a culture of collaboration, supporting people to work together to make a difference. |
| Future Services Aim | We will develop excellent mental, physical and social wellbeing for the communities we serve through innovation, collaboration and sharing. |
| Value for Money Aim | We will provide sustainable services through ensuring value for money, reducing waste and unproductive time for our staff. |

Strategic objectives

To deliver our strategic aims we have agreed the following strategic objectives. Each objective is supported by a range of delivery objectives which will be revised and updated each year. The current delivery objectives are listed at the end of this document.

| QUALITY & SAFETY | PEOPLE | FUTURE SERVICES | VALUE FOR MONEY |
|----------------------------------------------------------------------------|------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------|
| A1 01: Effective quality assurance and improvement will underpin all we do | A2 01: We will manage change positively and effectively, ensuring support for staff | A3 01: Deliver interventions and support closer to general practice, neighbourhoods and embedded within other services. | A4 01: We will improve the productivity and efficiency of our services, maximising time spent with service users |
| A1 02: Deliver safe care at all times | A2 02: We will develop a strategic approach to enable workforce transformation | A3 02: Collaborate and work with partners to support shared aims of delivering quality care and support. | A4 02: We will adapt some of the services we provide in response to demand and market conditions |
| A1 03: Provide positive experience and outcomes for service users | A2 03: We will promote an effective culture of leadership and management based on Trust values | A3 03: Provide effective community care and treatment | A4 03: An estate plan that meets our needs |
| A1 04: Timely access to effective care | A2 04: We will prioritise the health and wellbeing of our employees | A3 04: Provision of high quality inpatient services supported by effective alternatives | A4 04: Use technology to deliver new ways of working and new care models |

Enabling Strategies

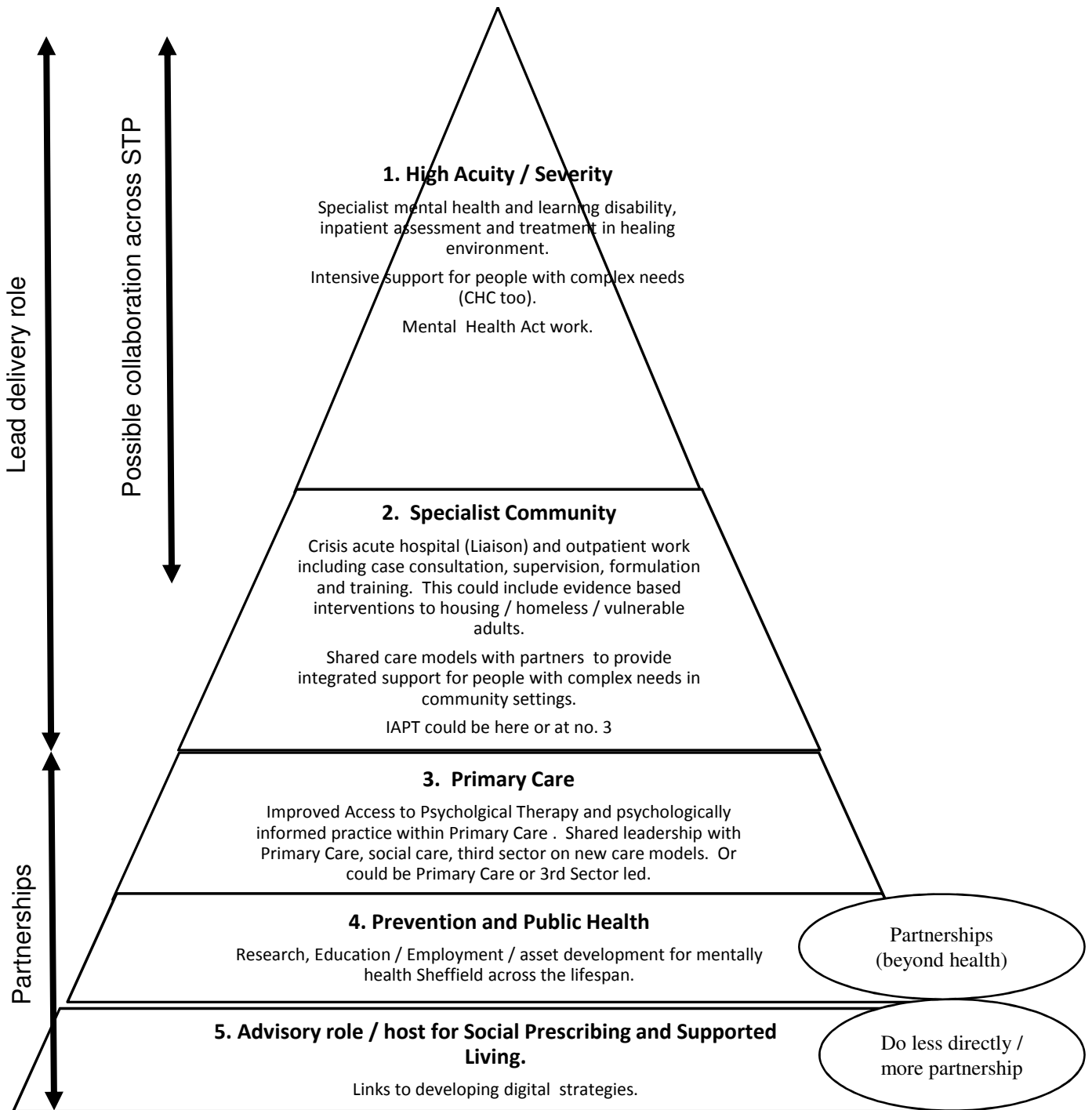
To support the delivery of the strategic aims and objectives we have in place a number of key enabling strategies. These cover key areas where change is required over the longer term, typically two or three years, and the particular focus of the change will evolve and adapt as the strategy work progresses and practices change.

| ENABLING STRATEGIES | FOCUS OF ENABLING STRATEGY |
|---------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Quality improvement and assurance strategy | <p>Delivering quality by creating the conditions for all our staff and every team to engage successfully in quality improvement underpinned by effective team governance</p> <p>Ensuring measurable quality objectives are agreed across the organisation</p> <p>Ensuring effective, supportive and responsive trust governance and assurance systems</p> <p>Having clear arrangements to support delivery and accountability</p> <p>Ensuring we have accurate and appropriate information available about the quality of care provided at all levels</p> |
| Service user engagement strategy | <p>Focused culture change</p> <p>Service User Engagement Monitoring Unit: an agent for continuous improvement and change</p> <p>Experts by experience: Participation, work, and leadership</p> <p>Communication and reach</p> <p>Partnership working & innovation</p> <p>Business planning and commissioning</p> |
| Workforce and organisational development strategy | <p>Managing change positively and effectively, ensuring support for staff</p> <p>Developing a strategic approach to enable workforce transformation</p> <p>Promoting an effective culture of leadership and management based on Trust values</p> <p>Prioritising the health and wellbeing of our employees</p> <p>Proactive engagement with staff</p> |
| Research strategy | <p>Ensuring research and clinical service evaluation are a core part of Trust business and how we deliver evidence based practice, quality improvement, innovation and productivity.</p> <p>Promoting service user participation, increasing research activity and research income to ensure the sustainability of research in the Trust and</p> <p>Continue to develop research projects aligned with Trust objectives and developing the research skills, capability and capacity of our staff.</p> |
| Digital transformation strategy | <p>Ensuring we have the capacity to facilitate and deliver rapid, responsive developments that promote leading edge production of healthcare apps and effective and responsive patient pathway management</p> <p>Delivering best value infrastructure with secure, flexible mobile access and providing a great customer service</p> <p>Delivering accessible shared records and information, with efficient, effective provision and use of information and improved data quality</p> |

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| Estates strategy | <p>Provision of accommodation which is fit for current and future purposes</p> <p>Offers Value for Money and reduces Trust overheads</p> <p>Offers a suitable, fit for purpose environment for both service users and staff</p> |
| Partnership strategy (<i>under development</i>) | <p>To be developed and provide for our medium to longer term approaches across different sectors in the following key areas.</p> <p>Working in partnership with social prescribing/ third sector/ housing/ education, training and employment services and broader Public Sector Reform opportunities</p> <p>Co-produce shared care with citizens, service users and key strategic partners</p> <p>Shared service options</p> <p>Shared support for clinical pathways across the South Yorkshire and Bassetlaw area.</p> |
| Clinical and Corporate Services redesign strategies | <p>Ensuring Clinical operational services are supported by effective and sustainable management and leadership structures that support service structures and development agendas within the Trust strategy</p> <p>Ensuring our corporate services are sustainable and focussed on providing effective support and direction to meet needs of Trust services and Trust strategy.</p> |

Our Offer

We have significant experience as an integrated health and social care organisation, delivering pathway based care across inpatient and community services and a strong recovery orientated approach to coproduction with citizens and service users. We are committed to building on, and sharing our expertise and experience to support the delivery of strategies across Sheffield and the broader South Yorkshire and Bassetlaw area. We will work in different ways to support different plans and development priorities, as summarised below.



Strategic Outcomes

Our vision is to improve the mental, physical and social wellbeing of the people of our communities. It is essential that we evaluate the progress we make and ensure we are having the right impact and delivering the right outcomes.

We will continue to develop the range of ways that we use to evaluate our success in delivering the right outcomes. The experience of the people who we support and work with will be key to our understanding of how we are doing and performing.

The framework below provides a high level overview of the main outcome areas that we will focus on, and we will develop this further as we progress.

| | Short term outcomes: 1 to 2 yrs | Longer term outcomes: 5 yrs plus |
|---------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Quality and safety | <ul style="list-style-type: none"> • Positive experience and feedback • Coproduced person centred care • Service delivery of plans, targets and activities • Comparable rates of safety incidents | <ul style="list-style-type: none"> • Increased quality of life • Improved mental wellbeing • Improved healthy life expectancy • Reduced inequalities in wellbeing • Low incidents of harm caused |
| People | <ul style="list-style-type: none"> • Recruitment and retention • Staff satisfaction and engagement • Reduced rates of staff ill health | <ul style="list-style-type: none"> • Recruitment and retention • Staff satisfaction and engagement • Effective delivery of future services • Agile workforce responsive to needs |
| Future services | <ul style="list-style-type: none"> • Positive relations with commissioners and key partners • Joint working for the benefit of service transformation and service users • Increased joint working and partnerships to support the delivery of services • Required new service models in place | <ul style="list-style-type: none"> • Integrated models and pathways of care and support across whole system |
| Value for money | <ul style="list-style-type: none"> • Achieve financial targets • Investment plans delivered • Comparable unit costs and service activity | <ul style="list-style-type: none"> • Financially sustainable services |

Delivery objectives – delivery plan

The delivery objectives reflect the main trust wide development priorities and plans. Further service specific objectives are also in place across services and have been mapped into the objectives framework, but not reproduced here.

| AIM: QUALITY AND SAFETY - We will provide high quality care and support as early as possible in order to improve physical, mental and social wellbeing. | | | | | |
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| Strategic objective | DELIVERY OBJECTIVES | Area | Lead | Operational Group | Board Committee |
| A1 01: Effective quality assurance and improvement will underpin all we do | Fully implement the Trusts Quality Improvement and Assurance strategy by March 2018. | Trust wide | Mike Hunter & Liz Lightbown | Executive Directors Group | Quality Assurance Committee |
| | Embed Microsystem improvement methodology as the core Trust-wide approach to quality improvement to promote a culture of continuous improvement within all clinical and corporate teams by March 2018. | Trust wide | Mike Hunter | Clinical Effectiveness Group | Quality Assurance Committee |
| | Trust's quality assurance programme reviewed and re-launched by December 2017 and embedded in all services by March 2018. | Trust wide | Liz Lightbown | Executive Directors Group | Quality Assurance Committee |
| | Care standards peer inspection framework and process to be established by October 2017 and in place across all services by January 2018. | Trust wide | Liz Lightbown | Executive Directors Group | Quality Assurance Committee |
| | Ensure arrangements to support effective learning from incidents and complaints are reviewed and embedded across all services by March 2018. | Trust wide | Mike Hunter | Service User Safety Group | Quality Assurance Committee |
| | Ensure that measurable Quality Objectives are in place across Directorates by September 2017. | Trust wide | Mike Hunter | Clinical Effectiveness Group | Quality Assurance Committee |
| A1 02: Deliver safe care at all times | An effective framework will be in place by September 2017 to deliver safe staffing levels supported by effective staffing governance and e-rostering systems. | Trust wide | Liz Lightbown & Dean Wilson | Safer Staffing Group | Workforce and OD Committee |
| | Ensure an effective corporate Safeguarding function is in place by October 2017 to support front line safeguarding. | Trust wide | Liz Lightbown | Safeguarding Steering Groups | Quality Assurance Committee |

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| | Ensure policy framework is in place for effective mortality reviews by September 2017 to support the reduction in avoidable mortality. | Trust wide | Mike Hunter | Service User Safety Group | Quality Assurance Committee |
| | Review and establish a revised development and training programme for suicide prevention by September 2017. | Trust wide | Mike Hunter | Service User Safety Group | Quality Assurance Committee |
| | To fully implement Safe wards across all inpatient services by September 2017 | Trust wide | Mike Hunter | Service User Safety Group | Quality Assurance Committee |
| A1 03: Provide positive experiences and outcomes for service users | We will deliver the service user engagement and experience strategy by March 2020. | Trust wide | Mike Hunter | Service User Safety Group | Quality Assurance Committee |
| | Collaborative approaches to care and care planning will be embedded in all teams by March 2018 | Trust wide | Mike Hunter | Care Planning Group | Quality Assurance Committee |
| | Ensure appropriate patient and clinical outcomes measures are used across all services by March 2018. | Trust wide | Mike Hunter | Clinical Effectiveness Group | Quality Assurance Committee |
| A1 04: Timely access to effective care | All eligible services to become members of the Royal College of Psychiatrists' quality improvement programmes, prioritising all Home Treatment Teams to be members by 2018-19. | Trust wide | Mike Hunter & Liz Lightbown | Clinical Effectiveness Group | Quality Assurance Committee |
| | Achieve all required access and waiting times standards across services | Trust wide | Clive Clarke | Executive Directors Group | Quality Assurance Committee |

AIM: PEOPLE - We will promote a culture of collaboration, supporting people to work together to make a difference.

| Strategic objective | DELIVERY OBJECTIVES | Area | Lead | Operational Group | Board Committee |
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| A2 01: We will manage change positively and effectively, ensuring support for staff | Embed a framework to support staff through transition and change aligned to Trust Objectives, based on learning from change processes and in response to service needs. This will include effective placement of staff through redeployment, retraining and skills development. | Trust wide | Dean Wilson | Executive Directors Group | Workforce & OD Committee |
| | Develop effective working relationships to support collaboration across services both internally and externally by working in partnership with CCG, STP and other NHS providers; developing feasibility plans for opportunities for shared service delivery and collaborative working and building on areas of joint working in education training and development. | Trust wide | Dean Wilson | Executive Directors Group | Workforce & OD Committee |
| A2 02: We will develop a strategic approach to enable workforce transformation | Assess current skills mix and undertake gap analysis to develop a cohesive Trust workforce plan to enable workforce transformation, and align staffing resource and capability with changing service needs | Trust wide | Dean Wilson | Executive Directors Group | Workforce & OD Committee |
| | Develop recruitment and retention plans to address recruitment challenges in specific areas including nursing, and position the Trust as an employer of choice. | Trust wide | Dean Wilson & Liz Lightbown | Executive Directors Group | Workforce & OD Committee |
| | Further develop People Plans to support effective staff management and utilisation. | Trust wide | Dean Wilson | Executive Directors Group | Workforce & OD Committee |
| A2 03: We will promote an effective culture of leadership and management based on Trust values | Provide opportunities to strengthen management and leadership skills to improve capability, accountability and to deliver outstanding service through the implementation of the Leadership Development Pathway | Trust wide | Dean Wilson | Executive Directors Group | Workforce & OD Committee |
| | Prioritise time for reflection and service improvement through Schwartz rounds, PDRs, supervision, coaching, mentoring and Microsystems. | Trust wide | Dean Wilson | Executive Directors Group | Workforce & OD Committee |
| | Use coaching as a strategic enabler to create a culture which puts the Trust values at the heart of all we do | Trust wide | Dean Wilson | Executive Directors Group | Workforce & OD Committee |

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| A2 04: We will prioritise the health and wellbeing of our employees | Develop a Health and Wellbeing strategy to enable proactive support to improve staff wellbeing. Ensure regular access to quality supervision | Trust wide | Dean Wilson | Executive Directors Group | Workforce & OD Committee |
| | Address issues impacting on the capacity, capability and engagement of the workforce | Trust wide | Dean Wilson | Executive Directors Group | Workforce & OD Committee |

AIM: FUTURE SERVICES - We will develop excellent mental, physical and social wellbeing for the communities we serve through innovation, collaboration and sharing.

| Strategic objective | DELIVERY OBJECTIVES | Area | Lead | Operational Group | Board Committee |
|-------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------|------------------|--------------------------|------------------------------------------------------------------|
| A3 01: Deliver interventions and support closer to general practice, neighbourhoods and embedded within other services. | Develop proposals for a new emotional wellbeing and primary care mental health service for approval by August 2017. Proposal to deliver services within neighbourhood model, promote access to social prescribing and integrate psychological interventions and support between primary care and specialist community services. | Community | Clive Clarke | Business Planning Group | Finance Investment Committee (for Business and change assurance) |
| | Expand IAPT provision to deliver psychological therapies for people with physical health long term conditions, supporting an additional 3,333 people by the end of 2018-19 | Community | Clive Clarke | Business Planning Group | Finance Investment Committee |
| | Review and implement plans by August 2017 to improve employment and employability outcomes through provision of IAPT interventions within employment services and job coaching within mental health services. | Community | Clive Clarke | Business Planning Group | Finance Investment Committee |
| A3 02: Collaborate and work with partners to support shared aims of delivering quality care and support. | Develop and agree plans by September 2017 to establish a Positive Behaviour Support Academy providing training and consultancy support packages focussed on supporting people with complex needs | Learning Disabilities | Clive Clarke | Business Planning Group | Finance Investment Committee |
| | Agree our strategic approach to work with social prescribing services across Sheffield by September 2017 to ensure all neighbourhood areas provide accessible support to people who use the Trust's services. | Trust wide | Clive Clarke | Business Planning Group | Finance Investment Committee |
| | Review the Clover partnership model and agree a new strategy by July 2017 for how the Trust can best support general practice in partnership with PCS were appropriate. | Primary Care | Phillip Easthope | Business Planning Group | Finance Investment Committee |
| A3 03: Provide effective community care and treatment | Establish a Single Point of Access and Crisis Hub service by December 2017 providing 24/7 access to Liaison services, crisis assessments and signposting. | Community | Clive Clarke | Business Planning Group | Finance Investment Committee |
| | Establish a new CMHT model by December 2017 that provides city wide oversight and access to EIP, Home Treatment and Recovery orientated care and treatment. | Community | Clive Clarke | Business Planning Group | Finance Investment Committee |

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| | Agree proposals by October 2017 for an intensive community service to support people with complex learning disabilities to receive community based care, supported by an implementation plan. | Learning Disabilities | Clive Clarke | Business Planning Group | Finance Investment Committee |
| | Agree a new service model for people with dementia in Sheffield by December 2017 that delivers improved outcomes and reduced dependency on acute hospital and nursing home care. | Service wide | Clive Clarke | Business Planning Group | Finance Investment Committee |
| | Agree and implement a plan of colocation for a range of city wide services by September 2017 to improve leadership and management support and resource utilisation. | Trust wide | Clive Clarke | Business Planning Group | Finance Investment Committee |
| A3 04: Provision of high quality inpatient services supported by effective alternatives | Review and confirm plans by September 2017 for future provision and capacity requirements across the range of services that provide alternatives to inpatient care. | Inpatient | Clive Clarke | Business Planning Group | Finance Investment Committee |
| | Confirm arrangements by June 2017 for the future provision of inpatient care for people with moderate learning disabilities in support of the broader SY&B STP | Learning Disabilities | Clive Clarke | Business Planning Group | Finance Investment Committee |
| | Explore and agree by March 2018 new models of care within Sheffield to reduce the need for the current levels of secure out of town care. | Inpatient & Community | Clive Clarke | Business Planning Group | Finance Investment Committee |

AIM: VALUE FOR MONEY - We will provide sustain services through ensuring value for money, reducing waste and unproductive time for our staff.

| Strategic objective | DELIVERY OBJECTIVES | Area | Lead | Operational Group | Board Committee |
|--------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------|------------------|--------------------------|------------------------------------------------------------------|
| A4 01: We will improve the productivity and efficiency of our services | Review and establish a development framework by October 2017 to improve productivity of the workforce and reduce non-value added time. | Trust wide | Phillip Easthope | Business Planning Group | Finance Investment Committee (for Business and change assurance) |
| | Complete a review of non-pay costs through review of procurements and utilisation and agree a development plan to realise savings by October 2017 | Trust wide | Phillip Easthope | Business Planning Group | Finance Investment Committee |
| | Undertake a review and produce recommendations by October 2017 of opportunities to adopt shared service models with partners to support service resilience and cost reductions | Trust wide | Phillip Easthope | Business Planning Group | Finance Investment Committee |
| A4 02: We will adapt some of the services we provide in response to demand and market conditions | Effectively manage our withdrawal from providing supported living services for people with learning disabilities by September 2017, ensuring continuity of support and reducing financial risks to the Trust. | Learning Disabilities | Clive Clarke | Business Planning Group | Finance Investment Committee |
| | Develop and agree with commissioners a new service model by January 2018 to support the future delivery of nursing home services. | Trust wide | Clive Clarke | Business Planning Group | Finance Investment Committee |
| A4 03: An estate plan that meets our needs | Agree an implementation plan for Acute Inpatient estate requirements by July 2017 and for future community services by October 2017. | Estates | Phillip Easthope | Business Planning Group | Finance Investment Committee |
| | Develop and agree the outline business case for estate re-design on Longley Centre by October 2017. | Estates | Phillip Easthope | Business Planning Group | Finance Investment Committee |
| | Develop an outline business case for the future accommodation of the Trust headquarters by July 2017, with a full business case approved by November 2018. | Estates | Phillip Easthope | Business Planning Group | Finance Investment Committee |
| | Develop and approve the outline business case for the disposal of the Fulwood House estate by October 2017. | Estates | Phillip Easthope | Business Planning Group | Finance Investment Committee |

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| A4 04: Use technology to deliver new ways of working and new care models | Develop and agree by July 2017 the delivery framework to implement the Digital transformation strategy | IMST | Phillip Easthope | Digital Transformation Board | Finance Investment Committee |
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