

# communicating your vision for the future

## What's in a Rich Picture future

**When Trafford Healthcare NHS Trust wanted to communicate its vision of the future in a way that was inclusive and compelling, it commissioned a Rich Picture.**

A wonderfully detailed and business-oriented illustration of everything needed to take the Trust, its staff and its customers into the future together.

“A more creative and potentially ground-breaking type of organisation was our vision, but we needed a different and more engaging way of capturing what that vision could be.”

**Edna Robinson,**  
Chief Executive, Trafford Healthcare NHS Trust



**Atos**

# An innovative approach substantially increases the likelihood of greater understanding and commitment

## The issue

Trafford Healthcare NHS Trust is a high-profile District General Hospital working across three sites in Greater Manchester. The Trust employs over 1,500 staff, deals with 50,000 Accident and Emergency contacts a year, and serves a population of 200,000 Metropolitan Borough of Trafford residents.

The Trust had been going through a difficult period whilst operating in a crowded local market; patients had the choice of three teaching hospitals in the Manchester area, as well as the Trust's own healthcare facilities. Change was needed across the whole organisation, and for that to be achieved, it was vital for every stakeholder in the Trust's delivery of services to understand their role in, and work towards, implementing a vision of where they all wanted to be in the future.

The Trust decided to commission a Strategic Vision and Mission Project using traditional strategic planning tools, but also more innovative techniques such as creating a Rich Picture.

## Picturing a vision

The great advantage of a Rich Picture in communicating a vision is that it shows the vision rather than explains it. It does so in tremendous detail, using simple visual metaphors that take the viewer on a journey from all the current state problems to ideal future state working practices and benefits. What would otherwise take thousands of words and endless explanations to get across - with numerous possibilities for misunderstandings along the way - is vibrantly demonstrated in one all-encompassing picture.

## Our solution

First of all, we interviewed all the key members of the Trust's management structure to establish the principles upon which the Trust's vision would be based. Consensus was reached on four key principles:

- ▶ Adopting a customer-centric (rather than a patient) perspective will be central to everything the Trust does. Making the customer experience as positive as possible is to be a core objective
- ▶ Delivering clinical safety, so that the customer receives the healthcare they need at the standard they can rightly expect
- ▶ Achieving clinical sustainability and critical mass, so that the Trust can facilitate healthcare provision for the customer, free at the point of need, whether this is delivered by Trust employees, other parts of the NHS, the private sector, or through social enterprise
- ▶ Achieving financial balance, as this ensures the continuation of the Trust as an organisation into the future.

Having established principles for the Trust's vision, we continued interviewing all the relevant people, including external stakeholders, in order to capture every component needed to illustrate the vision in practice. We then commissioned an artist to create a Rich Picture of the vision that was absolutely specific to the history and location of the Trust in Trafford.

We also produced a comprehensive facilitation guide to the Rich Picture. It contains all the key messages that are visualised in the picture, and is designed to help the Trust's vision facilitators work with staff and stakeholders to understand their role in putting the vision into practice.

## The picture itself

The Rich Picture represents the vision for Trafford Healthcare NHS Trust. It consists of three main themes, which are all considered key to future success:

- ▶ Trafford today
- ▶ Trafford tomorrow
- ▶ Crossing the bridge.

The themes flow logically across the picture from left to right - the current state is on the left and future vision on the right. The journey between the two is illustrated by the bridge and hence 'crossing the bridge' is the centrepiece of the picture. The bridge crosses a stretch of water (metaphorically the Manchester Ship Canal) and this also acts as a mirror between the two states.

All the images within the picture are based in terrain and proximate to architecture synonymous with Trafford. This underlines the point that ultimately Trafford is a district hospital, based within a local community, and there to serve that local community.

## Key benefits

By creating one all-inclusive picture that demonstrates both an agreed vision and the journey needed to achieve it, management, stakeholders, employees and suppliers can be aligned to business priorities.

This innovative and appealing approach to getting across the Trust's vision substantially increases the likelihood of greater understanding and commitment. The Rich Picture will remain a relevant touchstone for as long as the Trust is moving towards and implementing its vision.



---

# About Atos

Atos is an international information technology services company with annual 2010 pro forma revenues of EUR 8.6 billion and 74,000 employees in 42 countries at the end of September 2011. Serving a global client base, it delivers hi-tech transactional services, consulting and technology services, systems integration and managed services. With its deep technology expertise and industry knowledge, it works with clients across the following market sectors: Manufacturing, Retail, Services; Public, Health & Transport; Financial Services; Telecoms, Media & Technology; Energy & Utilities.

Atos is focused on business technology that powers progress and helps organizations to create their firm of the future. It is the Worldwide Information Technology Partner for the Olympic Games and is quoted on the Paris Eurolist Market. Atos operates under the brands Atos, Atos Consulting and Technology Services, Atos Worldline and Atos Worldgrid. For more information, visit: [atos.net](http://atos.net)