

Board of Directors Meeting in Public - Cover Sheet

Subject:	23/24 Strategic Priorities Q3		Date: 4 th April 2024		
Prepared By:	Kevin Gallacher, Associate Director of Planning and Partnerships				
Approved By:	Claire Hinchley, Acting Director of Strategy and Partnerships				
Presented By:	Claire Hinchley, Acting Director of Strategy and Partnerships				
Purpose					
To provide an update on the delivery of the 2023/24 SFH Strategic Priorities and plans for Q4.				Approval	
				Assurance	X
				Update	X
				Consider	
Strategic Objectives					
Provide outstanding care in the best place at the right time	Empower and support our people to be the best they can be	Improve health and wellbeing within our communities	Continuously learn and improve	Sustainable use of resources and estates	Work collaboratively with partners in the community
X	X	X	X	X	X
Principal Risk					
PR1	Significant deterioration in standards of safety and care				
PR2	Demand that overwhelms capacity				
PR3	Critical shortage of workforce capacity and capability				
PR4	Failure to achieve the Trust's financial strategy				
PR5	Inability to initiate and implement evidence-based Improvement and innovation				
PR6	Working more closely with local health and care partners does not fully deliver the required benefits				
PR7	Major disruptive incident				
PR8	Failure to deliver sustainable reductions in the Trust's impact on climate change				
Committees/groups where this item has been presented before					
Executive Team Meeting					
Acronyms					
BAF – Board Assurance Framework CQC – Care Quality Commission EDI – Equality, Diversity, and Inclusion EPR – Electronic Patient Record EPMA – Electronic Prescribing and Medicines Administration FDS – Faster Diagnosis Standard HI – Health Inequalities ICB – Integrated Care Board ICS – Integrated Care System IT – Information Technology MAST – Management and Supervision Tool MSFT – Medically Safer For Transfer NHT – Nottinghamshire Healthcare Trust NHSE – National Health Service England NUH – Nottingham University Hospitals PIFU – Patient Initiated Follow Up RTT – Referral to Treatment SFH – Sherwood Forest Hospitals ToR – Terms of Reference Q1 or Qtr.1 - April to June Q2 or Qtr. 2 - July to September Q3 or Qtr. 3 - October to December					







Q4 or Qtr. 4 - January to March.

Executive Summary

The Trust's Strategic Priorities for 2023/24 were agreed at the Trust Board meeting in April 2023. Updates to these priorities are provided to the Trust Board of Directors on a quarterly basis.

Due to a crowded Board agenda and the launch of the new 'Improving Lives' Strategy in March 2024 the Trust reporting on Qtr. 3 Priorities was deferred until April with a final Qtr. 4 report and closedown of 2023/24 due to the 2nd May Public Board.

The table below provides an update on progress at the end of Quarter 3 with seventeen priorities on track and a further six with actions underway to address minor or major issues.

Fuel Gauge' Assessment	Description	Total Number	Priority Reference:
	On Track - no issues to note.	Thirteen	1.1a Work with clinical divisions to develop clinical service strategies 1.1b Develop high level 5 year bed model. 1.4b Progress nursing, midwifery and allied health profession transformation 2.1 Equitably transform our maternity services. 3.1 Delivery of belonging in the NHS supporting actions 3.2 Delivery of growing for the future supporting actions 3.3 Delivery of looking after our people supporting actions 4.1b Develop EPR business case 4.2a Develop and embed the patient safety incident response framework 4.2b Embed the improvement faculty within the trust 5.3 Develop a multi-year capital investment profile. 6.1a Deliver the new ways of working and delivering care 6.2 Through engagement develop the SFH 2024-29 strategy.
	On Track – action underway to address minor issues	Four	1.2a Expand day case surgery services at Newark hospital 1.2b Expand diagnostic services to Mansfield community hospital 2.2 Agree our approach and programme of actions around health inequalities and prevention. 5.1 Establish an underpinning financial strategy.
	Off Track – action underway to address minor issues.	Three	4.1a Electronic prescribing implementation 5.2 Deliver the objectives set out in the SFH green plan 2021-2026 6.1b Through the provider collaborative improve how we work together with services outside of SFH
	Off Track – action underway to address major issues	Three	1.2c Achieve elective activity levels, backlogs and patient waiting times 1.3 Progress bespoke projects that optimise patient flow, expand Same Day Emergency Care and Virtual wards and reduce the number of MSFT. 1.4a Progress medical workforce transformation
	Off Track – issues identified no action underway	Nil	
	Off Track – issues not identified and no action underway	Nil	

The attached paper provides a 'position on a page' and narrative update against each priority for Quarter 3.

For the items off track, all have actions underway to improve or mitigate the position.

Plans for 2024/25

Alongside the Q4 strategic priorities update in May, there will be a review and close down of the 2019-2024 strategy.

The approach to strategy delivery for 2024/25 will be brought to the next Board workshop in April for discussion of methods that add value and demonstrate outcomes of delivery.

The Board is asked to:

Note the update.