

**Trust Board - Cover Sheet**

<b>Subject:</b>	2023/24 Qtr. 4 Strategic Priorities		<b>Date:</b>	2 <sup>nd</sup> May 2024	
<b>Prepared By:</b>	Kevin Gallacher, Associate Director Planning & Partnerships Claire Hinchley, Interim Director of Strategy and Partnerships				
<b>Approved By:</b>	Claire Hinchley, Interim Director of Strategy and Partnerships				
<b>Presented By:</b>	Claire Hinchley, Interim Director of Strategy and Partnerships				
<b>Purpose</b>					
To provide the final update to the Trust Board on the 2023/24 Strategic Priorities and conclude the 2019-2024 strategy.			<b>Approval</b>		
			<b>Assurance</b>	<b>X</b>	
			<b>Update</b>		
			<b>Consider</b>		
<b>Strategic Objectives</b>					
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
<b>X</b>	<b>X</b>	<b>X</b>	<b>X</b>	<b>X</b>	<b>X</b>
<b>Principal Risk</b>					
<b>PR1</b>	Significant deterioration in standards of safety and care				<b>X</b>
<b>PR2</b>	Demand that overwhelms capacity				<b>X</b>
<b>PR3</b>	Critical shortage of workforce capacity and capability				<b>X</b>
<b>PR4</b>	Failure to achieve the Trust's financial strategy				<b>X</b>
<b>PR5</b>	Inability to initiate and implement evidence-based Improvement and innovation				<b>X</b>
<b>PR6</b>	Working more closely with local health and care partners does not fully deliver the required benefits				
<b>PR7</b>	Major disruptive incident				
<b>PR8</b>	Failure to deliver sustainable reductions in the Trust's impact on climate change				<b>X</b>
<b>Committees/groups where this item has been presented before</b>					
Executive Team					
<b>Acronyms</b>					
BAF – Board Assurance Framework BAU – Business As Usual CQC – Care Quality Commission EDI – Equality, Diversity, and Inclusion EPR – Electronic Patient Record ICS – Integrated Care System NHSE – National Health Service England SFH – Sherwood Forest Hospitals 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

2023/24 was the final year of the Trust 2019-2024 strategy with the Trust's new 'Improving Lives' strategy, covering the period April 2024 to March 2029, approved by Trust Board in March 2024.

As part of introducing our new five-year strategy we acknowledged that we are proud of our achievements over the last five years and yet recognise people wanted more from us. Appendix 1 sets out the background to the 2019-24 strategy and some of our achievements during that time.

In addition to the developing the 'Improving Lives' strategy for 2024-2029, a new framework has also been put in place. This framework has a greater focus on the underpinning supporting strategies and the role of the Board Sub-Committee's in both gaining assurance on the delivery of the supporting strategies as well as providing assurance to the Board on their delivery. Taken together, ongoing delivery of the supporting strategies will contribute to the achievement of the overarching strategy and to 'Improving Lives'.

This paper updates and concludes the final year of the 2019-2024 strategy with the new framework operating from April 2024 onwards.

The attached paper summarises the position on a page at the end of March 2024 (Qtr. 4) including showing whether the 2023/24 in-year measures of success have been completed or are ongoing.

A more detailed update is also given providing information on the delivery of the measures of success during Qtr. 4 and a 2023/24 closedown statement. These updates have been discussed by the executive lead at the associated governance forums.

The closedown statement confirms whether all of the 2023/24 measures of success were completed or if elements of these have been carried forward into 2024/25. This statement also provides a brief overview of how any new actions associated with the 2023/24 priorities are being progressed into 2024/25 as business as usual.

Of the twenty-three priorities, seven, shown below, have individual measures that are not yet fully concluded and will continue into 2024/25. The remainder have completed all the measures of success set out for delivery in 2023/24.

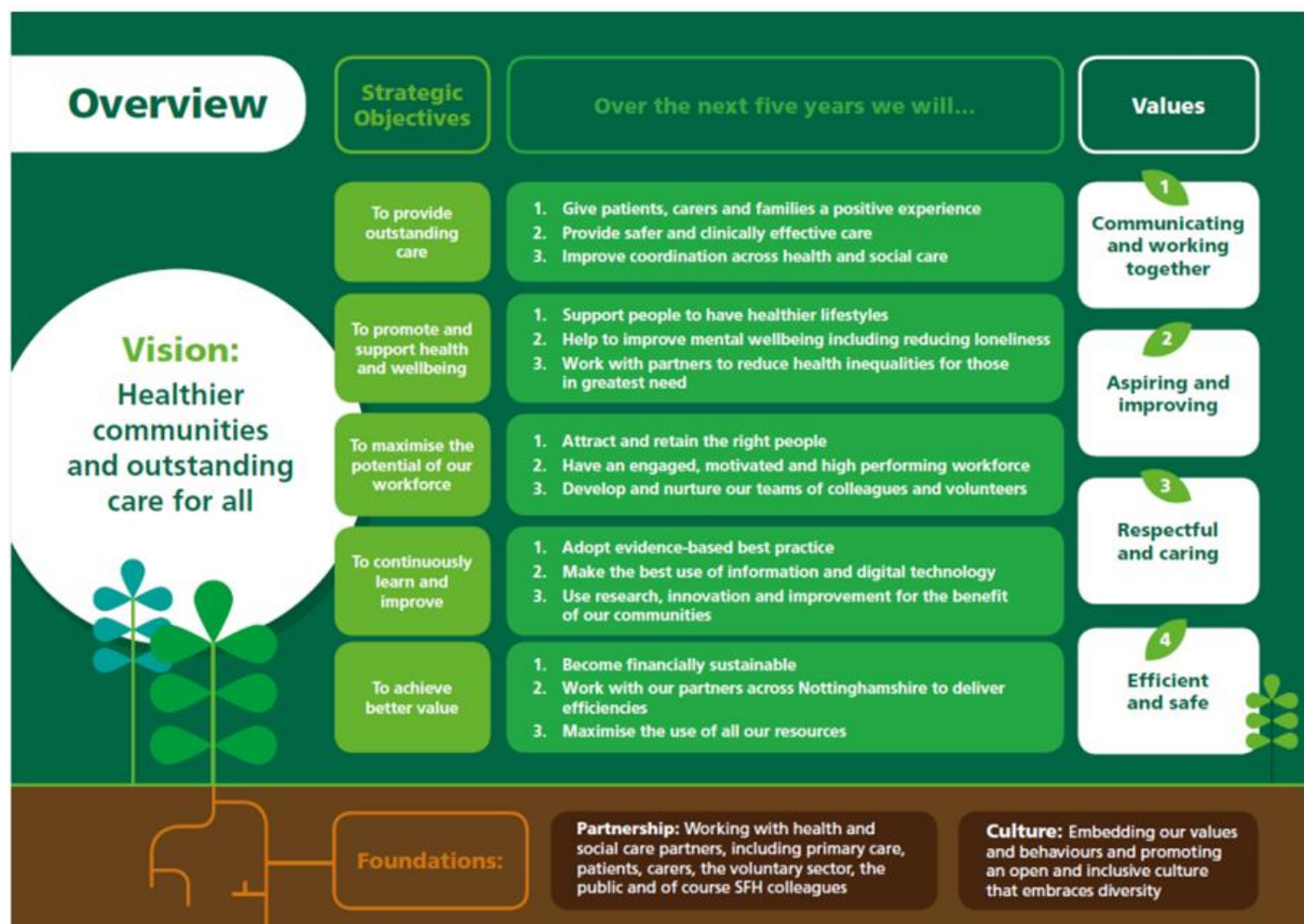
- 1.2a - Expand day case surgery services at Newark hospital
- 1.2b - Expand diagnostic services to Mansfield community hospital
- 2.2 - Agree our approach and programme of actions around health inequalities and prevention.
- 4.1a - Electronic prescribing implementation
- 5.1 - Establish an underpinning financial strategy.
- 5.2 - Deliver the objectives set out in the SFH green plan 2021-2026
- 5.3 - Develop a multi-year capital investment profile.

**The Trust Board are asked to:**

Note the update and the conclusion of the 2019-2024 strategy and approach.

## Appendix 1: Concluding the 2019 2024 – Healthier Communities, Outstanding Care Strategy

In April 2019 the “Healthier Communities, Outstanding Care” strategy was launched which ran until March 2024. The graphic below provides a summary of the vision, strategic objectives and values:



The context in which the strategy was developed was different to that which we note in 2024. Covid-19 was unknown, the integrated care system concept was a pilot, Mid Notts were starting to work together in an integrated care partnership, the NHS long term plan had just been released and provider collaboratives were not something you had to be a part of.

Sherwood Forest Trust was performing well in terms of activity metrics and had met its financial control total for 4 years in a row. Staff survey results were starting to be positive with a second year of best engagement across the Midlands (rated ninth in the NHS for staff engagement) and the Trust had been rated as Outstanding by the CQC.

A significant delivery area of the strategy was a greater emphasis on mental wellbeing of colleagues which was key once the pandemic took hold.

A selection of examples of delivery from across the 5 year period of the strategy include:

- Launched ‘Health Heroes’ programme, equipping staff to promote health and wellbeing amongst colleagues.
- Continued making progress in digitising patient health records, replacing paper-based patient assessments with electronic ones.

- Reduced unnecessary patient visits to hospital, through redesigning our outpatient services.
- Exceeded our target for the number of apprentices in post.
- Offered funded tobacco treatment services to the majority of smokers admitted to our hospitals.
- Launched the Carers Passport for patients and their carers during Carers' Week.
- Rollout of Covid Vaccination Programme to the local population, with our vaccination team delivering 200,000 plus, doses since the start of the programme and at times delivering more than 1,200 doses a day.
- Expansion of services, including a new community diagnostic centre at Ashfield Health Village for Ophthalmology patients, additional scanning capacity from a Mobile Endoscopy Unit situated at King's Mill Hospital, and the expansion of surgical procedures at Newark Hospital.
- Introduced our new double cot for twin babies in our Neonatal Intensive Care Unit, allowing us to keep new-born children together, just like in the womb.
- Delivered full compliance against the ten safety actions set out by NHS Resolution to support the delivery of safer maternity care and been commended by the Chief Midwifery Officer for England as an exemplar Trust for our commitment to safety and care.
- Introduced a pilot whereby QR code posters (linking to relevant Trust-approved patient information leaflets) have been produced, to further improve effective patient communication.
- Strengthened our links with Primary Care, opening channels between GPs and the Trust, as part of the Integrated Care Board/Place-based Partnership Communications Group.
- Introduced 20 new Wellbeing Champions, with varied interests including physical activity, mental health, and menopause.
- Developed and published a Mental Health Strategy with Nottinghamshire Healthcare NHS Foundation Trust.
- Through 2021/22 we co-produced a regional Workforce Race, Equality and Inclusion Strategy and in February 2022 we launched our new anti-racism strategy, making a clear commitment to take effective action to create an anti-racist working environment.
- Declared a climate emergency, being one of only eight NHS organisations to do so, to recognise the affect climate change has on physical and mental health.
- Continued our progress to Pathway to Excellence accreditation.
- Introduced a high impact action plan to address inequity in recruitment and development for those from ethnic minority backgrounds, alongside partners within the Nottinghamshire ICS.
- Introduced a new staff network for carers in the organisation.

- Furthered our digital maturity through the rollout of our Electronic Prescribing and Medicines Administration (EPMA) system and the development of a business case for a new Electronic Patient Record (EPR) system.
- Strengthened system coordination through the development of a Provider Collaborative and Placed Based Partnerships.
- Expanded Day Case Surgery Services at Newark Hospital through the Transformation Investment fund (TIF).
- Expanded Diagnostic Services to Mansfield Community Hospital.
- Embedded and expanded virtual wards.
- Progressed Medical, Nursing, Allied Healthcare Workforce Transformation.
- Strengthened partnerships with the education sector to promote local employment opportunities and contribute to the wider determinants of health and well-being.
- Continued the Wellbeing champions focus on spread across the Trust focussing on menopause and physical activity.
- Driven improvements in our commitment to the green agenda which includes the planting of a HOPE orchard.
- Worked with partners external to the NHS, including councils and the voluntary sector to focus positive effort on improving the wider determinants of health.
- Delivered 111 babies smoke free at time of delivery through targeted help of expectant mothers which will have benefits on future healthy lifestyles.
- Developed an improvement faculty concept which will mobilise from next year
- Undertaken QSIR training across the organisation to increase capacity.
- Delivered a transformation programme across key priority areas including outpatients, operating theatres, and flow through the trust.
- SFH have exceeded the national ambitions (33%) and made significant progress in delivering Same Day Emergency Care (SDEC). SFH was able with the help of additional funding, to significantly invest in the creation of a dedicated Medical SDEC Unit.
- Learned from critical incidents through effective de-briefing of teams both internal and external across the system with our partners.
- 80% inpatient areas are now using electronic prescribing.
- Delivered a transformation programme at Newark Hospital, making it a valued and vibrant asset to the local population.
- Been a key partner in the Provider Collaborative, shaping the priorities and strengthening partnership working with the major providers in Nottingham and Nottinghamshire.
- Established a Transfer of Care Hub – bringing system partners together to drive reducing length of stay and a focus on medically safe for discharge cohorts.
- Attracted national funding to build a community diagnostic centre and a new operating theatre at Newark Hospital.

- Contributed to the local economy and businesses through employment offers, procurement opportunities and through a scheme to support people become work ready.

## **Summary**

In summary, the 2019-2024 strategy delivered significant gains across each of the strategic objectives despite the pandemic response which would have been unforeseen at the time of its development. The pandemic has required a reset of services and patient care, including supporting our colleagues through longer term health and wellbeing challenges.

The context in which we deliver care has changed too, with the formalisation of the Integrated Care System and a statutory requirement to collaborate. The new 2024-29 strategy 'Improving Lives' is set within this changed context and it feels right that the strategic objectives and ambitions have been refreshed rather than newly created.

Despite the successes of the 2019 strategy, some of our progress has slowed and some of our plans have needed a rethink, our patients and local residents have more complex health issues, health inequalities are not improving and the national workforce challenge means we have to work differently to support us in continuing to deliver outstanding care.

The new strategy builds upon solid foundations of the 2019 strategy.