

Healthier Communities,  
Outstanding Care



Sherwood Forest Hospitals  
NHS Foundation Trust

# Nursing, Midwifery and Allied Health Strategy

2022-2024

**Best NHS Acute Trust in the Midlands**  
(2018, 2019 and 2020 NHS Staff Survey)



# Contents

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<b>Welcome</b>	4
<b>Our Hospitals</b>	6
<b>About Sherwood</b>	8
<b>Care Values</b>	10
<b>Provide outstanding care</b>	12
<b>Promote and support health and wellbeing</b>	14
<b>Maximise the potential of our workforce</b>	16
<b>Continuously learn and improve</b>	18
<b>Achieve better value</b>	20
<b>Pathway to Excellence</b>	22

# Welcome

## to Sherwood Forest Hospitals, Nursing, Midwifery and Allied Healthcare Professional Strategy for 2022-2024

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**Welcome to the Nursing, Midwifery and Allied Health Professions contribution to the Sherwood Forest Hospital strategy 2022-2024.**

**I am delighted to introduce our plans for 2022 which sees us building on the firm foundations that have been established at Sherwood over a number of years.**

The past two years have seen unprecedented challenges in healthcare and in our lives generally; it is likely that we will have to continue to adapt to further disruption to life as we know it. Throughout SFH we are taking a positive approach to addressing these challenges, with our key focus areas in 2022-2024 being:

- providing the very best care for patients
- looking after ourselves and each other
- being proud of the contribution we make.

I feel hugely privileged to work alongside such a diverse multi-professional team and have every confidence that we will continue to deliver outstanding care to our local community.

Thank you to all nurses, midwives and AHPs at SFH and beyond.

*Julie*

**Julie Hogg**  
Chief Nurse



I am proud of the outstanding care we provide to patients at Sherwood Forest Hospitals NHS Foundation Trust and nursing, midwifery and allied health professional colleagues are essential to all of the great things that happen here.

When I listen to Sherwood colleagues, patients and visitors, I consistently hear that people are proud of their three local hospitals. For three years in a row we have been voted the best hospital trust in the Midlands to work in, and in 2020 we won the prestigious Health Service Journal Acute or Specialist Trust of the Year award. King's Mill Hospital, our main site, is rated Outstanding by the Care Quality Commission and Mansfield Community Hospital and Newark Hospital are rated Good.

Sherwood is already a special place, yet we are focussed on getting better. This strategy explains how we will build on the many positive things at Sherwood and will make this an even better organisation to work in or to receive care in.



*Paul*  
**Paul Robinson**  
Chief Executive

We are delighted to have worked together to review and present our first combined Nursing, Midwifery and Allied Health Professions Strategy. In the interval since the publication of the overall Trust 'Healthier Communities, Outstanding Care' strategy we are proud to work ever closer across Sherwood and with our wider health partners. We have delivered on a number of our objectives from previous strategies and we know we can improve further. The learning and support we share in our different professions has amplified the quality of care we provide our patients and their carers. As our team working has developed, this feels the right time to bring together our key priorities within this refreshed document.

It continues to reflect the voice of us all in #TeamSFH and develops some of the themes you have raised with us more recently.

As a Senior Corporate Team, we commit to supporting you to deliver on the priorities set out in the pages that follow.

*Carl, Kate  
and Robin*

Deputy Chief Nurse and  
Associate Chief AHPs



# Nursing, Midwifery and Allied Health Professional Priorities 2022-2024

## Our Hospitals

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### Newark Hospital

Newark Hospital is an important and much-loved part of our community with the purpose of providing a broad range of healthcare services locally, we are focused on continuing to develop the hospital and ensuring that wherever possible local people receive their care in Newark.



### King's Mill Hospital

The largest of our three sites, King's Mill Hospital is a modern, clean and welcoming place to receive treatment, visit or work at. The hospital is conveniently located, and has excellent car parking facilities and local transport links.



### Mansfield Community Hospital

Mansfield Community Hospital has tailored services as well as some outpatient and works together with an on site Primary Care Provider.



# Nursing, Midwifery and Allied Health Professional Priorities 2022-2024

## About Sherwood

**In May 2020, King's Mill Hospital, where 90% of our services are based, was rated Outstanding by the Care Quality Commission and is the only Outstanding hospital in the East Midlands. Newark Hospital and Mansfield Community Hospital are both rated Good and all 15 of our services are rated Good for Safety with five Outstanding services.**



Safe, patient centred care is delivered by well supported people and in 2018, 2019 and 2020 colleagues at Sherwood rated us the best Acute Trust in the Midlands. In March 2020 we were honoured to be named the Health Service Journal (HSJ) Trust of the Year.

We provide outstanding healthcare from modern buildings and increasingly across the community to 500,000 people in Mansfield, Ashfield, Newark, Sherwood and parts of Derbyshire and Lincolnshire. We work with 5,000 colleagues in our three hospitals – King's Mill, Newark and Mansfield Community and we have well established relationships with partners in health and social care through the Mid Nottinghamshire Integrated Care Partnership.

We are a committed member of the Nottingham and Nottinghamshire. In this system, NHS organisations, along with local councils and other partners take collective responsibility for all of our resources, delivering NHS standards, and improving the health of the population they serve.







# Care values

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The Trust's CARE values underpin this strategy and run throughout its content. All Trust colleagues are expected to live these values whilst carrying out their roles at the Trust and they are embedded into our ethos and culture.

## Sherwood Forest Hospitals Strategy – Healthier Communities Outstanding Care

Sherwood Forest Hospitals NHS Foundation Trust strategy describes our objectives, expectations and intentions as an organisation and aims to further strengthen our partnerships with health and social care to improve care for the people of Nottinghamshire. This strategy contributes to this, pledging to support our workforce to provide safe, personalised care to local people with the commitment that every patient should expect to receive outstanding care at any one of our hospitals.

**“We aim to enable our collective voices to be heard in every patient experience at Sherwood Forest Hospitals.”**



**WE ARE PROUD WINNERS**  
Acute or Specialist Trust of the Year



# Overview

## Strategic Objectives

Over the next five years we will...

## Values

**Vision:**  
Healthier  
communities  
and outstanding  
care for all

To provide  
outstanding  
care

1. Give patients, carers and families a positive experience
2. Provide safer and clinically effective care
3. Improve coordination across health and social care

1

**Communicating  
and working  
together**

To promote and  
support health  
and wellbeing

1. Support people to have healthier lifestyles
2. Help to improve mental wellbeing including reducing loneliness
3. Work with partners to reduce health inequalities for those in greatest need

2

**Aspiring and  
improving**

To maximise the  
potential of our  
workforce

1. Attract and retain the right people
2. Have an engaged, motivated and high performing workforce
3. Develop and nurture our teams of colleagues and volunteers

3

**Respectful  
and caring**

To continuously  
learn and  
improve

1. Adopt evidence-based best practice
2. Make the best use of information and digital technology
3. Use research, innovation and improvement for the benefit of our communities

4

**Efficient  
and safe**

To achieve  
better value

1. Become financially sustainable
2. Work with our partners across Nottinghamshire to deliver efficiencies
3. Maximise the use of all our resources

## Foundations:

**Partnership:** Working with health and social care partners, including primary care, patients, carers, the voluntary sector, the public and of course SFH colleagues

**Culture:** Embedding our values and behaviours and promoting an open and inclusive culture that embraces diversity

# Nursing, Midwifery and Allied Health Professional Priorities 2022-2024

## Provide Outstanding Care

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### Support the Covid-19 recovery and restoration by:

- Actively contributing to the recovery and restoration of services
- Supporting the workforce to be comprehensively trained and prepared for further surges
- Ensuring wellbeing resources are accessible to all our colleagues
- Ensuring systems and processes are in place to maximise learning from improvements identified within the pandemic
- Refine rehabilitation provision and streamline links into the voluntary sector, community and primary care providers.
- Ensuring patients are at the centre of everything we do
- Recognising the value of patient leadership within our healthcare system
- Introducing a patient member to the Nursing Midwifery and Allied Health Professional Committee
- Introducing a Patient Experience and Engagement Group which will strengthen our existing patient and carer forums
- Maximising engagement across professions with our wider Trust membership

- Establishing a Patient Stories Library to influence and improve patient experience
- Reducing variation in patient care to address health inequalities and support our local population to live well for longer.

### Strengthen partnership working to:

- Achieve best outcomes for our patients by collaborating with our partners to work across traditional boundaries within the integrated care system (ICS)
- Deliver ICS objectives and develop our palliative and end of life care (EoLC) services for patients and their families; this will include dedicated EoLC beds to support choice and enhanced experience.
- Support Shrewsbury and Telford Hospitals in their maternity improvement journey
- Maximise the learning opportunities highlighted through strong cross partnership working and collaboration.



# Nursing, Midwifery and Allied Health Professional Priorities 2022-2024

## Promote and Support Health and Well-being

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### We will recognise all our professions by:

- Celebrating Nurses, Midwives and AHPs on their recognised days for celebration
- Delivering the DAISY award for Nurses and Midwives recognising 12 honourees across the next year
- Developing and launching a TULIP award programme to include all other colleagues
- Holding celebratory Nursing Midwifery and Allied Health Professional conference
- Holding a celebration ball for all staff when pandemic restrictions allow this.

### We will ensure physical and mental health needs are met in an equitable way by:

- Creating and implementing a physical and mental health strategy
- Understanding how the environment our colleagues work in affects and promotes mental resilience
- Recognising the mutual support our colleagues provide each other
- Ensuring colleagues are able to effectively address patients physical and mental health needs in an equitable way
- Creating collaborative working and pathways with local Mental Health providers.





# Nursing, Midwifery and Allied Health Professional Priorities 2022-2024

## Maximise the potential of our workforce

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### We will support our workforce to:

- Maximise their potential to become the best they can be
- Celebrate our profession's successes and share good practice across the multi professional teams
- Understand the experience of our minority ethnic workforce community and how we can better support them
- Reduce our workforce vacancy factor to 5% and maintain retention rate at >85%
- Promote career pathways for Nursing Midwifery and Allied Health Professionals at SFH
- Implement strengths-based recruitment
- Extend our international recruitment opportunities and recruit 40 international nurses in the strategy period
- Support the national programme to reduce pre-registration attrition and increase retention across the workforce
- Develop our recruitment microsite.

### We will develop a strong pipeline of Nursing Midwifery and Allied Health Professionals locally by:

- Developing and launching the ACP framework aligned with Health Education England standards and alongside system priorities
- Developing a system approach to extending traditional professional boundaries into advanced practice to provide the best care in the right place at the right time
- Recognising the strength of system wide working to provide rotational opportunities for staff in different areas of our Nursing Midwifery and Allied Health Professionals workforce
- Exploring varied training opportunities and recruit 20 Trainee Nurse Associates across the strategy period
- Extending our clinical apprenticeship offer to include the Registered Nurse apprenticeship and routes in the Allied Health Professions
- Supporting the regional HEE AHP agenda in relation to workforce supply and education.





# Nursing, Midwifery and Allied Health Professional Priorities 2022-2024

## Continuously learn and improve

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### **We will ensure we have structures and processes in place to ensure we continuously learn and improve by:**

- Commencing our Pathway to Excellence Journey
- Adopting shared governance
- Implementing the exemplar ward accreditation programme
- Developing Quality Improvement practitioners in QSIR and Human Factors across Nursing Midwifery and Allied Health Professional workforce.

### **We will work with partners to increase Nursing Midwifery and Allied Health Professional led research by:**

- Increasing the number of research interested NMAHPs
- Developing research focussed chief nurse fellowships
- Increasing the number of Nursing Midwifery and Allied Health Professional led research projects by 5.

### **We will adopt the Chief Nursing Informatics Officer 8 principles for digital-enabled NMAHP workforce by:**

- Using technology to support Nursing Midwifery and Allied Health Professionals vital role in connected care
- Empowering the frontline: adopt the principles of the Chief Nursing Officer for England collective leadership programme
- Professionalisation of Nursing and Midwifery informatics
- Reduce the documentation burden on our services by embracing the digital health agenda
- Release time to care - tech for task, extend humanity
- Create and harness a positive learning environment, acting and responding to patient carer colleagues and student feedback
- Strengthen targeted care using evidence based practice through clinical audit and research to advance service development with a focus on maximising patient outcomes
- Empowering people to actively participate and contribute to their care.





## Nursing, Midwifery and Allied Health Professional Priorities 2022-2024

# Achieve better value

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### We will ensure the best use of resources by:

- Ensuring roster management is consistently in line with best practice
- Recognising the value of off framework agency use and eliminating this wherever possible and minimising its use where it remains an option
- Developing AHP system wide bank shift process and reduce reliance on external agencies
- Introducing job planning for all AHPs, Nurse and Midwife specialists to reduce variation and maintain standards
- Ensure an inpatient stay is managed effectively for optimal patient benefit





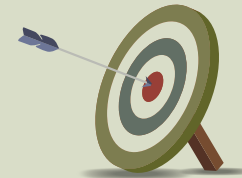
# Aiming for Excellence

our Pathway to Excellence journey

Further improving our quality of care for patients and working environment for colleagues across the Trust by working towards this internationally recognised nursing accreditation.

Find out more at:

[www.sfh-tr.nhs.uk/pathway-to-excellence](http://www.sfh-tr.nhs.uk/pathway-to-excellence)



# Nursing, Midwifery and Allied Health Professional Priorities 2022-2024

## Pathway to Excellence

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### What is Pathway to Excellence?

Pathway to Excellence is an internationally recognised accreditation recognising a health care organisation's commitment to creating a positive practice environment that empowers and engages staff. It focuses on six key areas of work within nursing and midwifery, with a focus on showcasing the quality that exists in each of these areas and identifying any gaps and areas for improvement.

We are collaborating with colleagues at King's Mill Hospital, Mansfield Community Hospital and Newark Hospital as we work towards Pathway to Excellence, ensuring that we engage and involve staff on all levels.

### Why are SFH working towards this accreditation?

We have committed to achieving this accreditation to evidence that we have the best standards in nursing and midwifery. Creating a quality environment to practice in supports our recruitment by encouraging the very best staff to join us. It also enables us to retain nursing colleagues and further develop our training and development, together with offering clear career progression pathways.

### How do we achieve the accreditation?

We have to showcase to the assessing body that we meet their requirements in six key standards – shared decision making, leadership, safety, quality, wellbeing and professional development. Our project team have collected evidence of where we meet specific criteria on these standards, together with identifying any gaps that need addressing.

Once we have submitted our portfolio of evidence, the ANCC then issue a survey to our nurses and midwives. Over 60% of our colleagues need to complete this survey and agree with our approach on the six standards for us to be fully accredited.

### How are we involving our nursing and midwifery colleagues?

The involvement of nursing and midwifery colleagues is vital all the way through the process. We empower all our nursing community to have their voices listened to, to share their examples of best practice, to provide accountability and suggest improvements.

We have engaged staff all the way through our journey, communicating what we're doing, why we're doing it, and the progress being made towards accreditation.

Find out more at [www.sfh-tr.nhs.uk/pathway-to-excellence](http://www.sfh-tr.nhs.uk/pathway-to-excellence)

If you would like this information in an alternative format, for example large print or easy read, or if you need help with communicating with us, for example because you use British Sign Language, please let us know. You can call the Patient Experience Team on **01623 672222** or email **[sfh-tr.PET@nhs.net](mailto:sfh-tr.PET@nhs.net)**.

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