



Sherwood Forest Hospitals
NHS Foundation Trust

People, Culture and Improvement Strategy 2022-2025

Helping our people to be the best they can be



Best NHS Acute Trust in the Midlands
(2018, 2019, 2020 and 2021 NHS Staff Survey)

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Welcome

to Sherwood Forest Hospitals, People, Culture and Improvement strategy for 2022-2025.

Our commitment: *Helping our people to be the best they can be*

We are delighted to introduce our plans for 2022 and beyond, which sees us build 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 a significant increase of demand on our services. We recognise the impact this has had on our patients and colleagues both physically and mentally, in both our roles and daily lives.

We are confident that our teams will continue to support divisions to provide high quality, safe care for patients and ensure that Sherwood is a great place to work and belong.

We will achieve this by continuing to develop a culture of compassion, kindness and appetite of learning for improvement. All of which underpin the successful delivery of our objectives.

Our key focus areas for 2022-2025 will be:

- **Looking after our people**
- **Belonging in the NHS**
- **New ways of working and delivering care**
- **Growing for the future**

We have co-created these objectives in close partnership with colleagues from the People Directorate and the Directorate of Culture and Improvement at Sherwood.

We will continue to work collaboratively across our portfolios and outwardly with our ICS partners to achieve our vision of promoting healthier communities and providing outstanding care for all.

Thank you to everyone across our Directorates for shaping our People, Culture and Improvement vision and objectives for SFH.

Rob

Rob Simcox

Director of People



Emma

Emma Challans

Executive Director of
Culture and Improvement





CARE values

Sherwood Forest Hospitals Strategy – Healthier Communities Outstanding Care

The Trust's CARE values underpin this strategy and run throughout its content. All Trust colleagues are expected to live these values whilst caring for our patients and each other. Our values are embedded in our ethos and in the culture of Sherwood.

Our Trust strategic objectives are built from our understanding of national guidance and local intelligence. Our People, Culture and Improvement strategy is equally informed by national guidance and local priorities.

Directives considered include:

- NHS People Plan
- NHS Long Term Plan
- NHS Operating & Improvement Plan
- NHS People Promise
- Sherwood Quality Strategy

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



Overview

Vision:
Healthier
communities
and outstanding
care for all

Strategic Objectives

To provide outstanding care

To promote and support health and wellbeing

To maximise the potential of our workforce

To continuously learn and improve

To achieve better value

Over the next five years we will...

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. 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

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

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

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

Values

1

Communicating and working together

2

Aspiring and improving

3

Respectful and caring

4

Efficient and safe

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

Our vision

For patients..

My husband was recently admitted to Kings Mill Hospital after falling and fracturing his knee. He has dementia so he gets very confused and distressed when he's in unfamiliar surroundings. The people at Kings Mill were so friendly and explained things so simply it helped keep him calm. I was told I could apply for a carer's passport and I'm so glad I did – it meant I could see my husband most of the day (outside of normal visiting hours), help him have a wash and make sure he had something to eat. He would have hated anyone else doing these things for him, I'm so glad I could help. I'm sure it will have helped so many others...

For partners..

I work as part of the Organisational Development and Improvement Delivery Workstream at ICS level, and it has been great to hear from Sherwood Forest Hospitals on their Continuous Improvement journey, and how we have been jointly delivering Improvement training across partner organisations for several years; really great foundations to build on. We have started to underpin our Delivery workstreams using the Improvement approach, which has provided a structure for discussions, and has helped to build Improvement capability and has helped to create mutual trust. I feel like we're building a better future for citizens together...

For colleagues..

In 2022 I was a Staff Nurse at Newark Hospital. I remember we had a new Manager join from another Trust; I was a little nervous for my first appraisal with her. We ended up having a lengthy conversation about my previous experience and how I could develop. She really listened to me and even suggested some training courses. I've since completed my courses and recently been promoted to Ward Sister - it's great to feel recognised for my hard work and it wouldn't have happened without the support from my Manager. The training has helped me feel confident in my new role. We see some very sick patients, so it can be quite overwhelming at times. If it ever becomes too much, I know I can talk to one of my colleagues or our Wellbeing Champions – they've been a great help to me and show such compassion. I feel the team at Sherwood really care about me...

For citizens..

I'm in my final year at West Notts College, I've been studying Public Services, but I've been struggling to decide what to do when I finish in June. I want to get experience on the job but wasn't sure where to start. We had a talk with a lady from Kings Mill Hospital recently, she was so passionate about her job and it sounded really interesting! She had a chat with me on my own afterwards and suggested I look into the Level 4 Health and Social Care Apprenticeship programme. Since then, I've decided to apply for the course starting in September – a few of my course mates have done the same – she was so inspiring; I really hope we get accepted...

These stories are examples of what we would like to hear following successful implementation of our 2022-2025 action plans...

People, Culture and Improvement priorities 2022-2025

Our delivery pillars

Looking after our people

We will make the NHS a better place to work by ensuring our colleagues are safe and healthy, plus physically and mentally supported. We will continue to build a culture where colleagues find 'joy at work' within a psychologically safe and meaningful environment, leading to better colleague and patient experience.

Belonging in the NHS

We must continue our efforts to make our culture at SFH universally understanding, kind and inclusive. Feedback and evidence suggest colleague experience at Sherwood can be variable based on role, location of work or protected characteristic. We know the positive experience of working at SFH that we wish for all of our colleagues can too often fall short of expectations. To achieve excellence in colleague and patient experience we need to address this and ensure all colleagues feel a sense of belonging and value in our organisation.

At SFH we will therefore take deliberate action to ensure the organisation is inclusive and compassionate, a place where there is a zero-tolerance approach to discrimination, violence and bullying to, and between our people.

People, Culture and Improvement priorities 2022-2025

Our delivery pillars

Growing for the future

We are committed to attracting, developing and retaining colleagues; our focus is on learning, and continuous improvement. We will ensure colleagues feel confident and capable in their roles through personalised development offers. We will ensure talent is recognised and support is provided to develop the future generation of SFH colleagues and leaders. We will work innovatively to be the employer of choice in the local area, with higher numbers of applications to education and training. Our plans will shape a better future for colleagues at SFH, ensuring the best patient care is provided.

New ways of working and delivering care

We will do this by developing improvement and change management capabilities and making effective use of the full range of our people's skills and experience. We will support colleagues to work flexibly and in different ways. We will embrace transformation, innovation and partnership working as a way of addressing increases in demand, improving clinical outcomes, and reducing unwarranted variation. The People Culture and Improvement strategy will drive the vision for Continuous Improvement at SFH via the following Improvement Foundations:

- Building Improvement Capability and Leadership
- Nurturing a Learning and Sharing Mindset
- Supporting Cultural Improvements
- Clinical Audit and Effectiveness
- Improvement Programmes and Projects

People, Culture and Improvement priorities 2022-2025

Looking after our people

Our 2022/2023 Action Plan:

- Improve the wellbeing of colleagues
 - An enhanced wellbeing strategy in place
 - Review and rebrand wellbeing champions
 - Embed wellbeing conversations, including training for managers and a mechanism for reporting uptake
 - Bi-yearly risk assessments for staff in vulnerable groups
 - Timely and evidence based psychological de-briefing for all colleagues trialled and embedded
 - Refresh and re-launch Schwartz rounds

- Become an organisation that continuously learns and improves
 - Commission and deploy SCORE Safety Attitude Questionnaire survey

Our 2023/2024 Action Plan:

- Embedded Wellbeing passport
- Formal review of psychological debriefing approach
- Implementation of the carer's passport and carer's champions
- Become an accredited carer friendly organisation.

Our 2024/2025 Action Plan:

- Daily communications huddle for all teams (where appropriate) and develop a tool to measure impact
- Expand and develop our benefits package
- Hold strategy refresh session to inform our next 3 years
- Formal review of SCORE Safety Attitude Questionnaire evaluation

People, Culture and Improvement priorities 2022-2025

Belonging in the NHS

Our 2022/2023 Action Plan:

- Build and improve our culture
 - Embed the Culture Collaborative
 - Grow our Staff Networks, providing a safe space to share experience and be part of action for improvement
 - Define Civility, Respect and Kindness programme of work
 - Introduce culture insights tool
 - Embed the anti-racism strategy and the approach to tackling racism across the Trust
 - Launch of the Project Search programme
- Improve the working experience of our colleagues
 - Refresh and launch new Trust Reward and Recognition programme to ensure equity across the organisation
 - Scope 6 months after starting 'lived experience' conversation spaces
- Recruit and retain the best staff
 - Introduce a Person-Centred welcome to all new joiners
 - Delivery of 6 High Impact actions to close the gap in recruitment and promotion outcomes

Our 2023/2024 Action Plan:

- Embed a Just and Learning Culture across the Trust
- Full review of the Trust Staff Reward and Recognition programme
- Deliver the 'Closing the Gap' action plan to reduce gender pay gap

Our 2024/2025 Action Plan:

- Delivery against model employer goals. Increasing black and minority ethnic representation at senior levels across SFH/ICS
- Increase disabled applicants being appointed to roles in the Trust

People, Culture and Improvement priorities 2022-2025

Growing for the future

Our 2022/2023 Action Plan:

- Develop our workforce
 - Growth of Apprenticeship offer in relation to workforce challenges alongside providing equitable access to development opportunities
 - Quality appraisal review
 - Development of a Protected Learning Time policy (PLT) to support the continued development of a progressive learning culture
 - Develop initial Talent Management approach aligned to a system approach
 - Leadership development strategy implemented.
 - Development and growth of Sherwood E-Academy
 - Ensure fair and equitable access to educational funding & development opportunities
- Become an organisation that continuously learns and improves
 - Increased Improvement capability from Board to ward
 - Increase Improvement Coaching opportunities
 - Action Plan to reach exemplar QI status, as per National Improvement Framework
- Be a leading partner in the ICS
 - Improvement training extended to include ICS partners
- Build and improve our culture
 - Proud2bOps@SFH piloted

Our 2023/2024 Action Plan:

- Introduction of a Careers strategy aligned to CARE4NOTTS
- Review and refine Talent Management approach
- Review and refine leadership development strategy
- Introduction of a People Hub concept across Nottinghamshire
- Divisional level structure of diffused Improvement leaders progressed
- Extension of Learning Hub content externally

Our 2024/2025 Action Plan:

- Introduction of a divisional lead integrated talent map
- Introduction Career trials programme for younger people
- Development of "ICS wide placement offers" for those identified in the talent management approach
- SFH at 'Level 5' exemplar level in terms of Improvement Maturity

People, Culture and Improvement priorities 2022-2025

New ways of working and delivering care

Our 2022/2023 Action Plan:

- Develop our workforce
 - Development of a 3-year Strategic Workforce Plan to inform future and sustaining longer term capacity
 - Begin workforce reviews to develop an equitable and efficient approach to Admin and Clerical roles across the Trust
- Become an organisation that continuously learns and improves
 - Year 2 of the Continuous Improvement at SFH strategy achieved
 - Aligned and enabling Improvement actions to support delivery of the SFH Quality Strategy
 - 3 Year Transformation & Efficiency Programme developed, and Year 1 delivered (inc. digital aspirations)
 - SFH Improvement Maturity Matrix deployed and explored for system deployment
 - Increase citizen engagement in Improvement from current baseline
 - Establish link with CDIO role to ensure digitalisation is a key enabler across all priority areas
 - Trust Innovation Hub launched
- Improve the working experience of our colleagues
 - Agile working approach defined and embedded across the Trust

Our 2023/2024 Action Plan:

- Introduction of a divisional integrated 3 year workforce plan
- Development opportunities for new / aspiring clinical leaders
- Year 3 of the Continuous Improvement at SFH strategy achieved
- Year 2 of Transformation & Efficiency Programme delivered including Financial Improvement elements
 - Review of Mandatory and Statutory Training offer with a view for more digitalisation
 - Establish common career routes focusing on how we can attract new people into Health

Our 2024/2025 Action Plan:

- Using digital solutions and new ways of working to make best use of skills, experience, and capacity
- Citizen engagement strategy in QI evaluated
- Active listening training in place for all leaders
- Year 4 of the Continuous Improvement at SFH strategy achieved
- Year 3 of Transformation & Efficiency Programme delivered including Financial Improvement elements

Our Key Success Measures

Looking after our people

- Average yearly sickness level of 4.0%
- Turnover below 8% by end of 2023
- Improvement in specific Staff Survey areas relating to Health & Wellbeing
- 100% of colleagues in vulnerable groups have a bi-yearly Individual Staff Risk Assessment where relevant (measurement tool to be developed)
- Quarterly evaluation of psychological support offer
- Minimum of 4 Schwartz rounds completed annually
- SCORE Safety Attitude Questionnaire survey results and actions reported annually in April 2023,2024

Belonging in the NHS

- WRES improved results through an increase in BAME colleagues at band 6 (Clinical)
- WDES improved results through increased disability declarations to 5%
- Decrease in overall gender pay gap in 2023
- Increased engagement in National Staff Survey/Quarterly Pulse Surveys and improved performance against a set of key NSS indicators
- Reduction in variation of experience for colleagues with protected characteristics
- Increased year on year engagement with FTSU Guardians
- Increased engagement with Trust awards programme (staff excellence and care values)

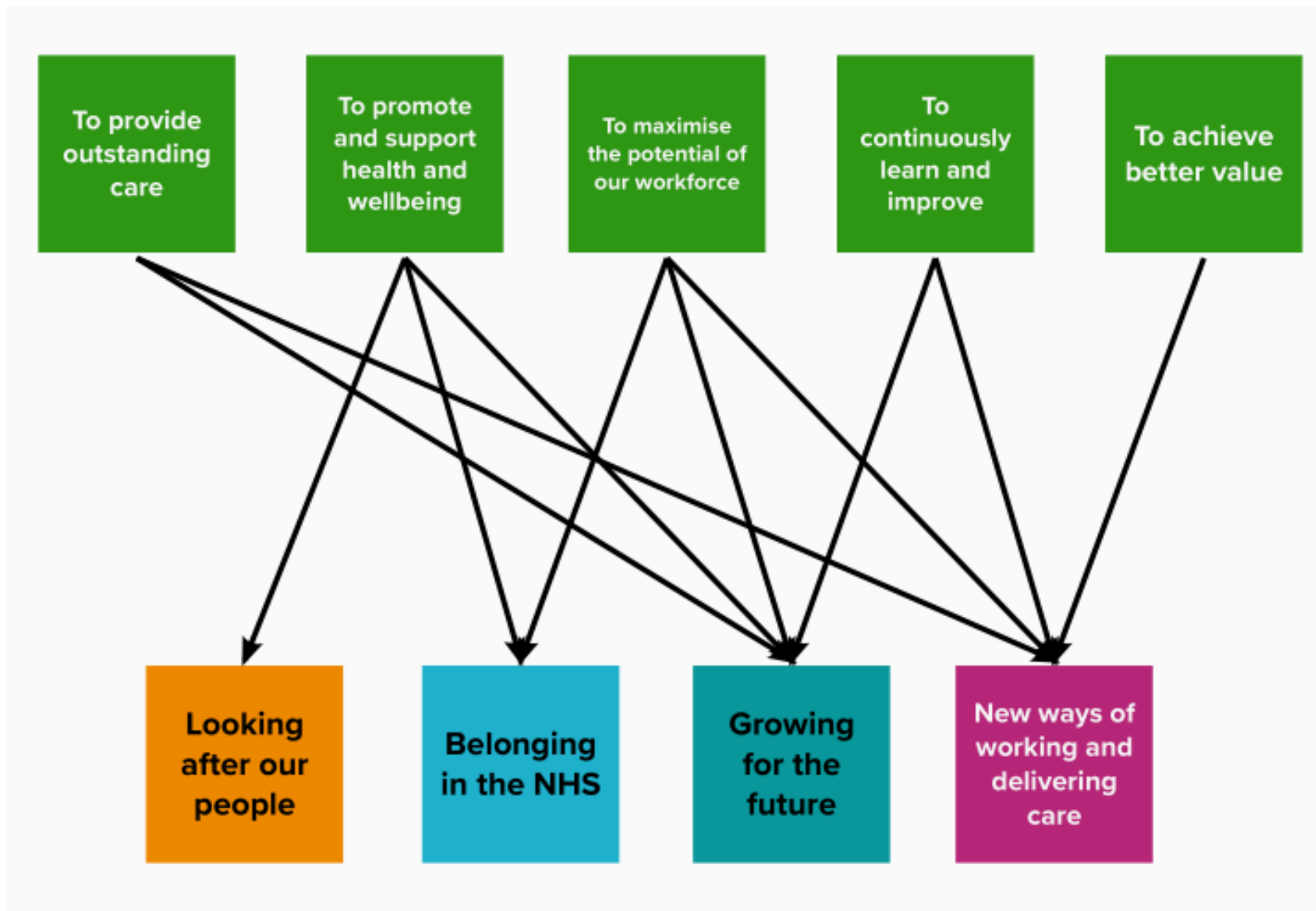
Growing for the future

- Staff Survey – year on year improvement in Quality Appraisals overall score from Admin staff
- 240 colleagues received Bronze level Improvement training/60 at Silver level in 22/23
- Apprenticeship access developed aiming for >180 registered
- All Leadership apprenticeship colleagues offered Improvement training
- Increase in educational HEE funding access for all eligible colleagues year on year
- Increase in MAST compliance to >90% via MAST review and PLT policy implementation
- SFH reach exemplar status in Improvement against National Improvement framework

New ways of working and delivering care

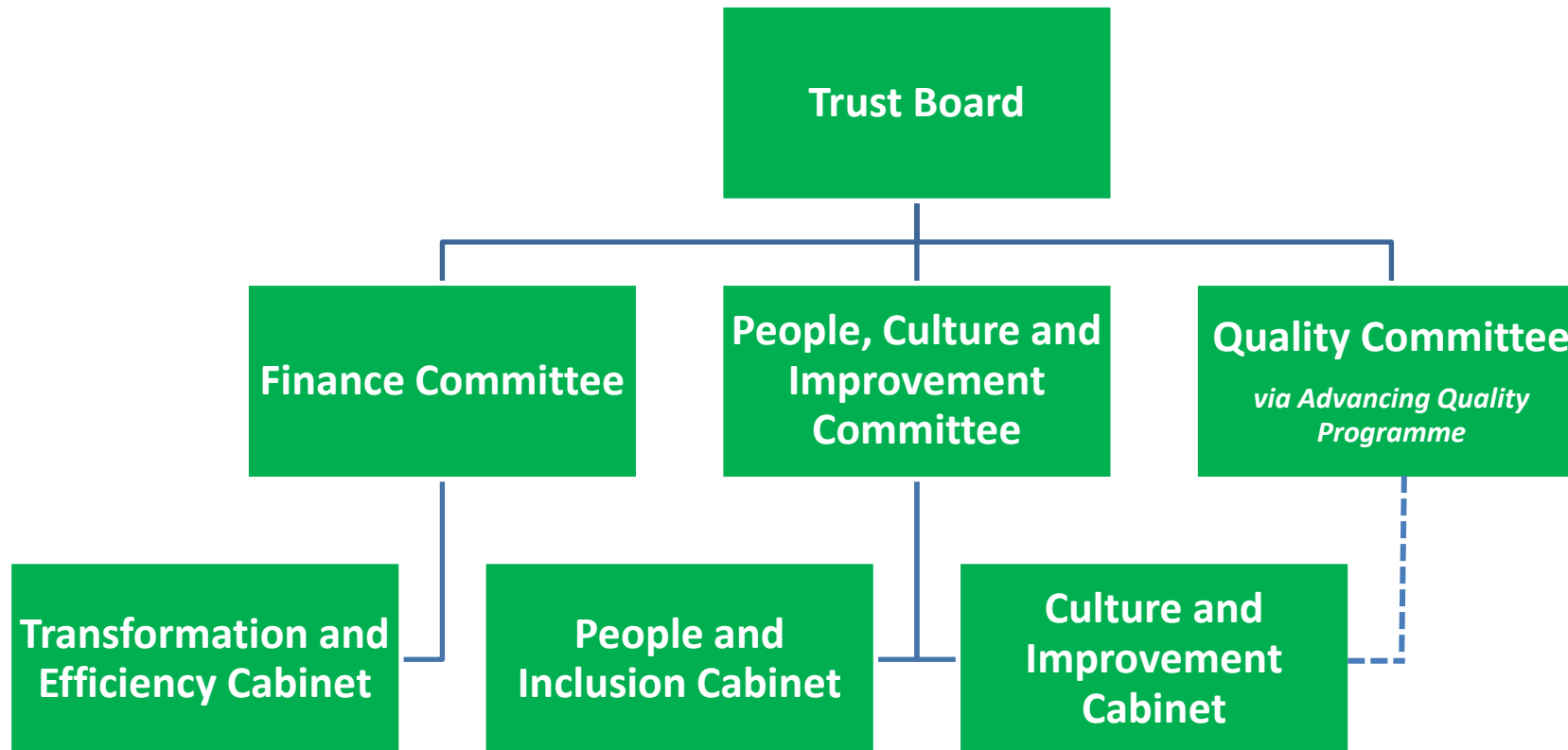
- Financial improvement requirements delivered in line with forecast plan
- 3 Year Transformation and Efficiency Programme in place with robust governance structure established
- Increase citizens engaged in Improvement and at key SFH meetings
- Improvement of 'Agile working' experience - Year on Year increase / 20% of our Admin and Clerical colleagues are based at home (at least day per week)
- Colleagues sharing learning from Improvement projects – minimum of 45 Bright Sparks / QI projects registered on AMAT quarterly
- Evidence of national profile in Improvement – national awards & publications
- Increased visibility of improvement outcomes in Clinical Audit

Links to Sherwood priorities



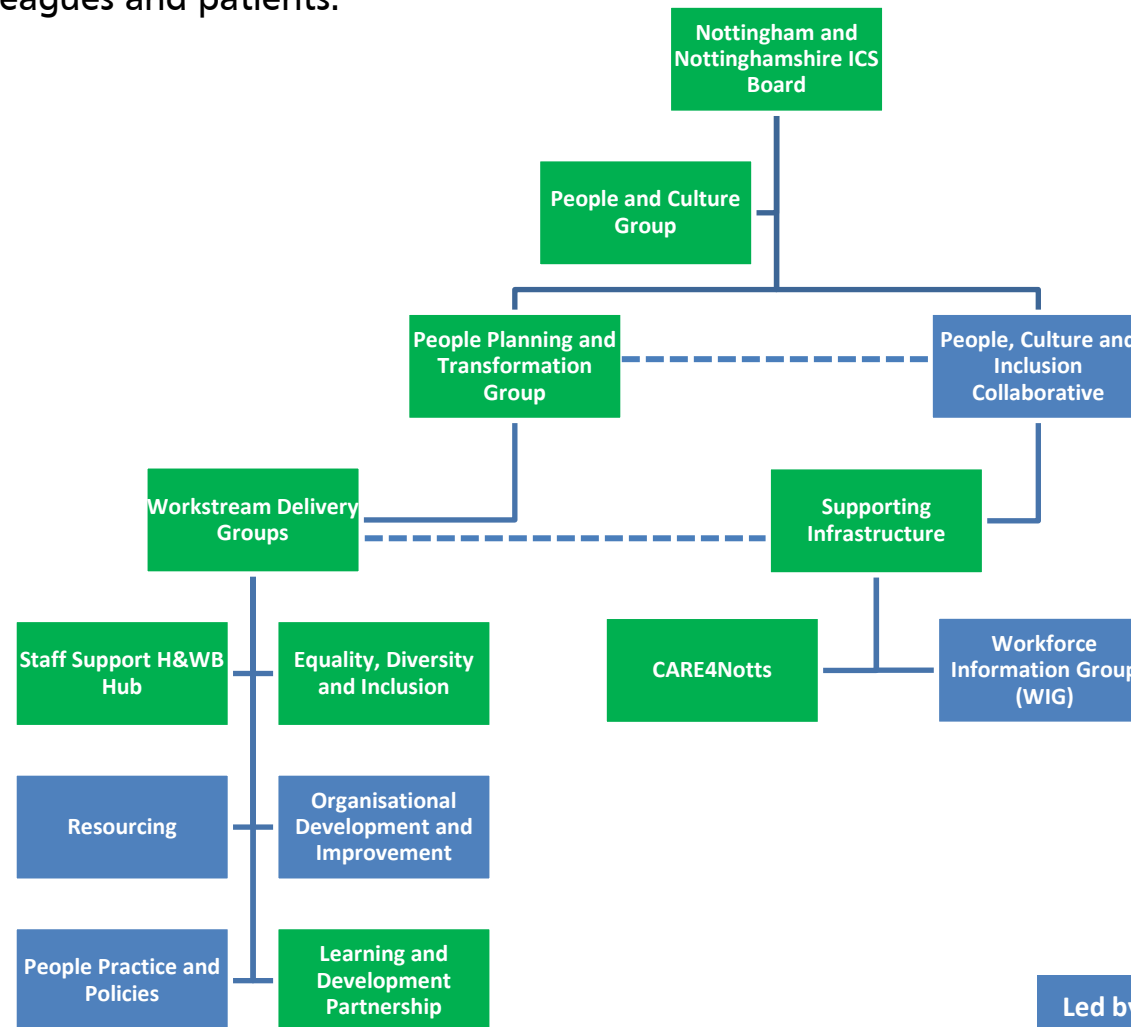
Our Governance in Sherwood

Our action plans will be delivered through our operational sub-cabinets which will provide progress updates in a bottom-up approach starting with updates to our Cabinets. Cabinets will report into Committees which then provide assurance to Trust Board. Our governance structure is shown below.



Our partnership across Nottinghamshire

We lead and work in collaboration with the Nottingham and Nottinghamshire Integrated Care System (ICS). Executive Leaders in Sherwood both Chair and participate in relevant Collaboratives and Groups. Where relevant and effective, our aim across People, Culture, and Improvement, is to co-create and implement key strategic objectives to improve the experiences of colleagues and patients.



Led by Sherwood People, Culture and Improvement Lead

System design and delivery

Our commitment is to be a key partner in the delivery of healthcare and a system of choice as a place to work. Integrated Care Systems consist of multiple organisations and bodies that provide health and care services for the communities they serve.

Sherwood people and improvement teams will work closely with peers across the Mid-Nottinghamshire and wider Nottingham and Nottinghamshire health and care footprint: *community and mental health, primary care, voluntary, independent, and charitable organisations.*

We will continually review and agree our strategic objectives and actions to improve in line with both our organisational and system priorities. Equally we expect and will work closely with our National Regional Team to ensure delivery as a system and to be held to account and respond as a system.

Design and delivery aspirations as a system:

- Leadership & Management Development
- Talent Management
- Improvement capability and capacity
- Civility, Respect and Kindness
- Cultural Insights
- Communities of Practice

Our Leadership team



Rob Simcox
Director of People



Vacancy
Deputy Director of People



Emma Challans
Executive Director of Culture and Improvement



Jim Millns
Associate Director of Transformation



Ceri Feltbower
Associate Director of Improvement




Vicky Malia
Head of Culture and Engagement



Michael Du Rose
Head of Learning and Development



Donna Mariner
Associate Director of People (Resourcing)




Richard Cotterill
Head of Workforce Information



Deborah Kearsley
Associate Director of People (Operations)



Kim Kirk
Operations Lead: Hospital COVID Vaccination Hub



Jacqueline Read
Head of People Partnering



Jill Murphy
HR Secretary – People function

Contact us



Sherwood Forest Hospitals
NHS Foundation Trust

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.

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