







Board of Directors Meeting in Public - Cover Sheet

Subject:	2023/24 Priorities - Qtr1		Date: 3rd August 2023		
Prepared By:	Kevin Gallacher, Associate Director Planning and Partnerships				
Approved By:	David Ainsworth, Director of Strategy and Partnerships				
Presented By:	David Ainsworth, Director of Strategy and Partnerships				
Purpose					
To provide an update on the delivery of the 2023/24 SFH Strategic Priorities.				Approval	
				Assurance	X
				Update	
				Consider	
Strategic Objectives					
Provide outstanding care in the best place at the right time	Improve health and well-being within our communities	Empower and support our people to be the best they can be	To continuously learn and improve	Sustainable use of resources and estate	Work collaboratively with partners in the community
X	X	X	X	X	X
Principal Risk					
PR1	Significant deterioration in standards of safety and care				X
PR2	Demand that overwhelms capacity				X
PR3	Critical shortage of workforce capacity and capability				X
PR4	Failure to achieve the Trust's financial strategy				X
PR5	Inability to initiate and implement evidence-based Improvement and innovation				X
PR6	Working more closely with local health and care partners does not fully deliver the required benefits				X
PR7	Major disruptive incident				
PR8	Failure to deliver sustainable reductions in the Trust's impact on climate change				X
Committees/groups where this item has been presented before					
Executive Team Meeting					
Acronyms					
<p>BAF – Board Assurance Framework BHVA – Bullying, Harassment, Violence and Aggression CFO – Chief Financial Officer CROG – Capital Resources Oversight Group CQC – Care Quality Commission DLT – Divisional Leadership Team EDI – Equality, Diversity, and Inclusion ENT – Ear Nose and Throat 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 LMNS – Local Maternity and Neonatal System MAST – Management and Supervision Tool MSFT – Medically Safer For Transfer MTP – Medical Transformation Programme MVP – Maternity Voice Partnership NHSE – National Health Service England</p>					

NUH – Nottingham University Hospitals
 NVP – Neonatal Voice Partnership
 OBC – Outline Business Case
 PIFU – Patient Initiated Follow Up
 PR – Principal Risk
 RTT – Referral to Treatment
 SDEC – Same Day Emergency Care
 SDOG - Sustainable Development Operational Group
 SDSG – Sustainable Development Strategy Group
 SFH – Sherwood Forest Hospitals
 SOF – System Oversight Framework
 TMT – Trust Management Team
 TRIM – Trauma Risk Management
 Q1 or Qtr1 - April to June
 Q2 or Qtr2 - July to September
 Q3 or Qtr3 - October to December
 Q4 or Qtr4 - January to March.

Executive Summary

The Trust’s Strategic Priorities for 2023/24 were agreed at the Trust Board meeting in April 2023. The table below provides an update on progress at the end of Quarter 1 with fifteen priorities on track and a further eight with actions underway to address minor or major issues.

'Fuel Gauge' Assessment	Description	Total Number	Priority Reference:
	On Track - no issues to note.	Thirteen	1.1b 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 5.2 Deliver the objectives set out in the SFH green plan 2021-2026 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	Two	1.1a Work with clinical divisions to develop clinical service strategies 5.1 Establish an underpinning financial strategy
	Off Track – action underway to address minor issues.	Three	1.2c Achieve elective activity levels, backlogs and patient waiting times 2.2 Agree our approach and programme of actions around health inequalities and prevention 6.1b Through the provider collaborative improve how we work together with services outside of SFH
	Off Track – action underway to address major issues	Five	1.2a Expand day case surgery services at Newark hospital 1.2b Expand diagnostic services to Mansfield community hospital 1.3 Progress Optimising the Patient Journey, expand same day emergency care and virtual wards, and reduce the number of MSFT 1.4a Progress medical workforce transformation 4.1a Electronic prescribing implementation
	Off Track – issues identified no action underway	Nil	
	Off Track – issues not identified and no action underway	Nil	

The attached paper provides a narrative update against each priority for quarter 1. For the items off track, all have plans to bring back on track with the main reason being as slight (but recoverable) slippage in anticipated delivery timescales.

1.2a – Modular theatre arrived on site early July. Opening scheduled for October 2023

1.2b – Building works delayed. Due to commence Jan/Feb 2024, workforce plan due August 2023

1.3 – Conclusion of priority programmes of work refresh to be presented end of July. IPR has further performance data

1.4a – Overspend against variable pay versus plan. Bespoke reporting has been developed to support improved scrutiny and mitigating actions. Strategic workforce model in development

4.1a – EPMA rolled out to 80% of Trust with remaining 20% prioritised but awaiting resource identification

This report will continue to be developed for Quarter 2 to ensure assurance can be provided for the priorities off track including an improved summary of actions underway to improve the position. This information will be taken from sub-committee and associated meeting minutes.

The Board is asked to:

Note the update.