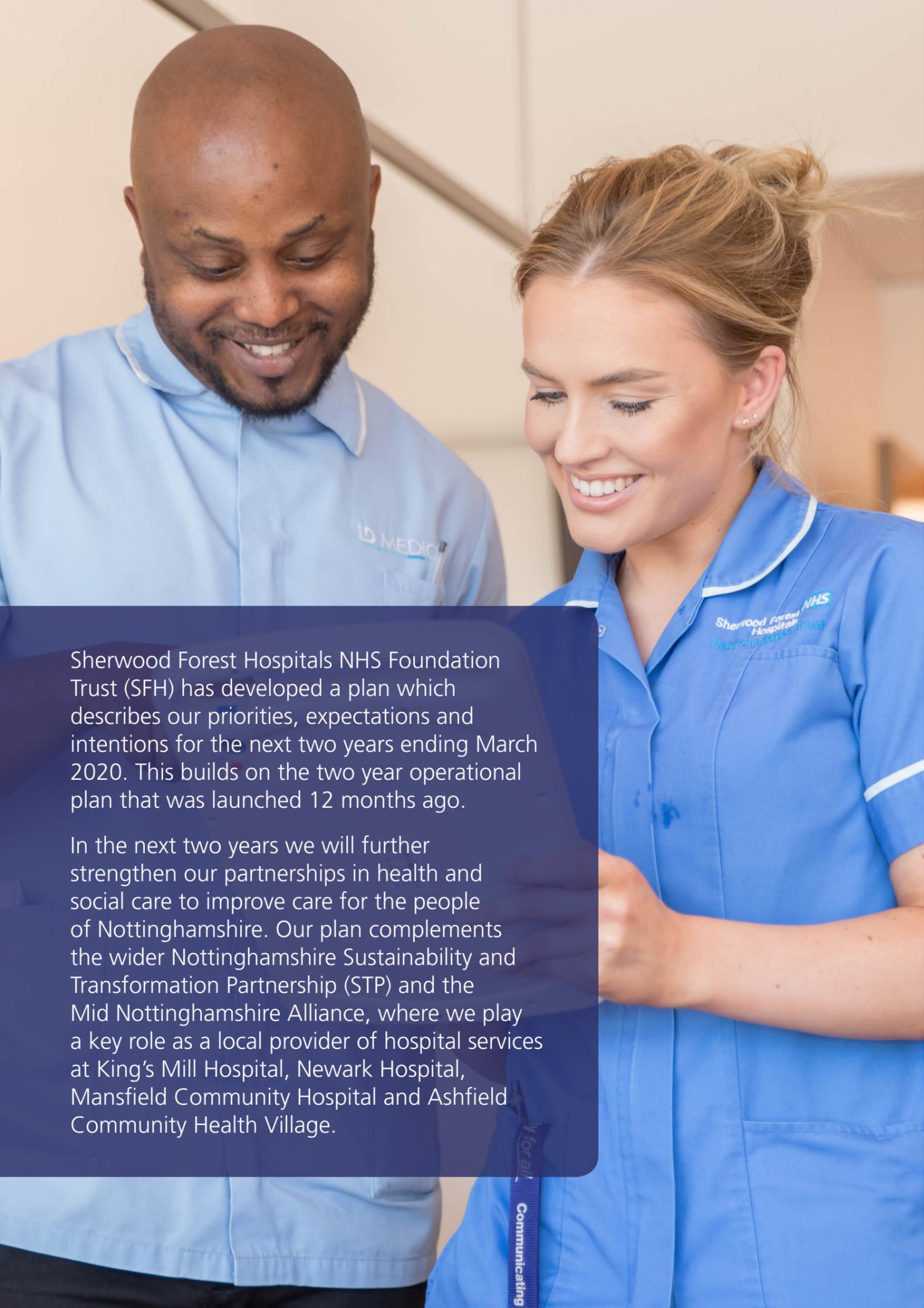


Our 2 year
Forward View

YOUR HOSPITAL

#TEAMSFH





Sherwood Forest Hospitals NHS Foundation Trust (SFH) has developed a plan which describes our priorities, expectations and intentions for the next two years ending March 2020. This builds on the two year operational plan that was launched 12 months ago.

In the next two years we will further strengthen our partnerships in health and social care to improve care for the people of Nottinghamshire. Our plan complements the wider Nottinghamshire Sustainability and Transformation Partnership (STP) and the Mid Nottinghamshire Alliance, where we play a key role as a local provider of hospital services at King's Mill Hospital, Newark Hospital, Mansfield Community Hospital and Ashfield Community Health Village.



Background

The last year has been one of further progress in many areas at SFH.

Our staff engagement results are pleasing and show two consecutive years of improvement. We know that engaged, well supported staff deliver safe care and this is evidenced in our results. We continue to provide safe, personalised care to our patients and many quality indicators continue to improve. We work closely with our partners in health and social care and have again delivered our financial control total and our cost improvement plan. Patients on cancer pathways and diagnostic pathways continue to receive timely care but the timeliness of care on the emergency care and elective care pathways has deteriorated over the last 12 months. We know why this is and improving this is a key organisational priority over the next 12 months.

In the coming two years we will focus on three key areas:

- Working with partners to promote health and wellbeing and supporting people in their homes for as long as possible
- Providing safe, personalised care through our three hospital sites, in particular on the emergency pathway
- Working with partners to discharge patients in a safe, timely way

All of this will be underpinned by high levels of staff engagement. We want to provide safe, personalised care to local people, with every patient treated as if they are a member of our family. Delivering this supports our commitment to outstanding care.



Priority 1

To provide outstanding care to our patients



What this will mean over the next two years

We aim to provide outstanding care to all our patients across our hospitals and services. We have made a lot of progress on our journey over the last couple of years and the next two years will build on this progress and the feedback and recommendations received during our CQC visit in April and May 2018.

In early 2018 we refreshed our Quality Strategy for the next three years. We aim to provide not just good care, but the best care that can be provided. Areas of focus for us continue to be improving the management of patients with mental health needs and learning disabilities, ensuring the appropriate and safe management of medicines and improving the support provided to patients nearing the end of their life. A further aim is to improve access to the full range of our diagnostic and treatment services on every day of the week. This is key to reducing the variation in discharges between week days and at the weekend. Specifically, we aim to improve the availability of therapy, pharmacy and radiology services as far as possible.

We will continue to focus on our maternity services, ensuring that we deliver woman-centred care that is safe, personalised, kind, professional and family friendly.

We are determined to meet the nationally mandated standards as set out in the NHS Constitution in the next 12 months. Delivering this will put us in a rare position compared to our peers but we believe this is possible, despite the increasing national demand and continuing pressures within other areas of health and social care. Timeliness of care is an important indicator of overall quality.

In summary, we plan to:

- Move beyond a paternalistic approach to one that is genuinely patient centred, making progress towards models of care developed in partnership with service users; and to consistently achieve and maintain service user recommendation ratings at or above 98% by 2021
- Have the lowest number of serious incidents of any East Midlands NHS acute care provider; and to achieve 12 consecutive months or more without a Never Event by 2021
- Benchmark in the top quartile for lowest Length of Stay; and benchmark in the top quartile for lowest rate of readmissions within 28-days of discharge for the same HRG by 2021
- Meet all of the nationally mandated standards set out within the NHS Constitution
- Improve access to services in the evenings and at weekends, including reducing our reliance on overtime and discretionary effort from staff

Priority 2

To support each other to do a great job



What this will mean over the next two years

We are committed to attracting, engaging, developing and nurturing staff and volunteers, and to enabling our teams to support each other in the provision of outstanding care. We have an excellent foundation for this commitment

because our staff engagement results compare very well and have improved over the last two years.

We will continue our work to deliver innovative, targeted recruitment programmes and maximise the potential of the workforce we already have through our commitment to education, learning and development, as well as our inclusive approach to talent management. We will support people to do the best job they can, making sure our leaders have a compassionate, collaborative style that reflects our core values and which engages and supports others. We will ensure that staff and others are well-informed and that their views and ideas are listened to and acted upon, as we continue to develop a culture of continuous improvement and learning.

We will continue to reduce our reliance on temporary staffing through both recruiting to our nursing, medical, clinical and non-clinical vacancies with permanent members of staff, and making joint appointments with partner organisations. As part of our plans to address our staffing needs creatively, we will significantly increase the number of apprenticeships supported by the Trust and appoint Nursing Associates. We will also create alternative posts, such as Nurse Consultants and Advanced Nurse Practitioners, and expand our offer of attractive training opportunities and rotations. This includes, for example, the *Certificate of Eligibility for Specialist Registration (CESR) scheme*, which supports doctors to become consultants.

Staff health and wellbeing is a key priority with a variety of initiatives available to staff. A specific example of how members of staff will continue to support each other is through the introduction of 'Schwartz Rounds'¹, which provide structured forums for all staff (clinical and non-clinical) to regularly discuss the emotional and social aspects of working in healthcare. Evidence shows that this initiative reduces stress and isolation, whilst improving staff relationships.

¹www.pointofcarefoundation.org.uk/our-work/schwartz-rounds/about-schwartz-rounds/

In summary, we plan to:

- Have the best staff engagement scores for all non-specialist acute trust by 2020. Engaged staff deliver safe care
- Ensure we have inclusive, compassionate leaders who model our values
- Promote a culture of continuous improvement and learning
- Further recruit to medical, nursing and other clinical and non-clinical vacancies, reducing use of agency staff
- Maximise the potential of all staff and volunteers to do the best job they can
- Proactively develop innovative roles, training rotations and new ways of working
- Implement initiatives, such as Schwartz Rounds, to ensure staff are well supported

Priority 3

To inspire excellence



What this will mean over the next two years

We will continually seek out and promote innovation, make the best possible use of technology, and engage in clinical research for the benefit of patients and staff. We will adopt evidence-based best practice in all aspects of care, ensuring we focus our resources on meeting the needs of patients in the best way possible.

Our Research and Innovation agenda has gone from strength to strength and we want to build on this, including through the provision

of a dedicated clinical area for the team. We will broaden our research portfolio, with a particular focus on recruiting into studies in areas not previously research active, as well as those that align with Trust priorities (e.g. Dementia and ageing). Our commercial research activity will grow, through collaboration with the East Midlands Clinical Research Network, and we will continue to develop research opportunities for patients and staff that lead to quality improvement.

As part of our plans for inspiring excellence, we will continue to offer a suite of leadership development programmes, with a particular focus on performance management and employee engagement.

In summary, we plan to:

- Promote and celebrate innovation, best practice and staff achievements
- Create opportunities for staff to be inspired and developed through training and coaching
- Broaden our research portfolio to support service delivery and innovative practices
- Increase commercial research activity and develop research opportunities for patients and staff

Priority 4

To get the most from our resources



What this will mean over the next two years

We continue to have a financial deficit. Half of this is because of the cost of our PFI contract but the other half we should be able to influence

by improving our productivity and efficiency. This means that achieving a break-even or surplus position in the coming two years is unrealistic. However we must continue to reduce our deficit to leave the remaining deficit as the cost of the PFI. This will be driven by internal savings, working with commissioners and other partners on plans across the Mid-Nottinghamshire Alliance and then increased engagement in the STP.

We will achieve our internal savings by focusing on specific areas where the greatest efficiencies can be made, including theatres, outpatient clinics and the length of time patients spend in hospital. A standardised way of managing change and improvement that ties together the pre-existing quality improvement, financial improvement, workforce engagement and access improvement is essential for this. We will continue to use benchmarking tools to identify the areas for improvement.

Our continued focus on recruiting permanently to medical and nursing roles will drive down costs further as we reduce our reliance on more expensive agency staff. We must also continue to increase the proportion of elective patients referred to our services from local areas.

In summary, we plan to:

- Work with partners to transform services across Nottinghamshire
- Increase the proportion of elective patients referred to our services from local areas
- Generate significant efficiency savings year on year
- Improve the way we use technology and our estate, including targeted capital investment in theatres and Intensive Care at King's Mill
- Meet the financial targets we have been given for 2018/19 and 2019/20

Priority 5

To play a leading role in transforming local health and care services



What this will mean over the next two years

We are working with all NHS and social care organisations across Nottinghamshire, whilst also focusing on the needs of people who live in Newark, Sherwood, Mansfield and Ashfield. As the main provider of acute services in this area, we have a big role to play in supporting a continued reduction in unnecessary emergency attendances and acute medical admissions. We will continue to work with partners to ensure more patients are discharged from hospital as soon as it is safe and appropriate for them to leave. We will also work with other health and care organisations through the STP and the Mid-Nottinghamshire Alliance to strengthen preventative services, self-care, primary care, and community-based health and social care services. Existing initiatives have already contributed to a safe reduction in the length of time patients spend in our hospitals, meaning that more people can regain their independence more quickly. We will build on these and other schemes over the next two years to ensure that our hospitals and our partners are operating as efficiently and effectively as possible across local health and care services.

We are committed both to adopting evidence-based best practice in all aspects of planned care, and to supporting our partners to do the same. This will help to reduce inconsistencies that are detrimental to the quality and cost of patient care. As such, we will work with primary, community and social care to improve referral and discharge practices, so that patients receive high quality and timely care, wherever they are being treated.

We will continue to develop our strategic partnership with all partners within the STP and beyond. Our aim here is to ensure that safe and sustainable services are appropriately distributed across the acute hospitals in Nottinghamshire. Linked to this aim, we also remain committed to implementing our strategy for Newark hospital, ensuring that the broadest possible range of services is provided for local people, as well as delivering an overall increase in the volume of activity.

In summary, we plan to:

- Work with our partners to strengthen primary, community, preventative and self-care services
- Plan capacity, capability and workforce across the Alliance, as well as within our own organisation
- Work in partnership to manage pressures today and develop the system for tomorrow
- Continue to develop strong partnerships with acute providers, in particular Nottingham University Hospitals
- Deliver our strategy to increase the range and volume of services at Newark Hospital
- Deliver a single financial control total across the STP in 2018/19

In Summary **Our Journey**

The attached is a refresh of our strategy which we launched in April 2017 - you will read our journey continues. In the last 12 months we have made lots of progress across all of our key priorities, which ultimately is about supporting our staff and volunteers to provide safe, personalised care to local patients. This does not mean that everything is perfect as we want to improve, but this does mean we are a highly respected hospital Trust and health partner in Nottinghamshire.

One of the positives is our two years of improvement in our staff survey results and we know engaged staff provide better care to patients. Sherwood is evidence of that and this relates to all staff: nursing, medical, clinical and non-clinical.

In the next two years we will focus on:

- Working with partners to promote health and wellbeing and supporting people in their homes for as a long as possible
- Providing safe, personalised care through all our sites, in particular on the emergency pathway
- Working with partners to discharge patients in a safe, timely way.



Thank you to the many #teamSFH staff, volunteers, public and patients who have supported us in the last year. We are dedicated to improving the patient and staff experience and we pledge to continue to provide safe, personalised care to our patients, as if they were a member of our own family.

Thank you for reading this

Richard Mitchell
Chief Executive