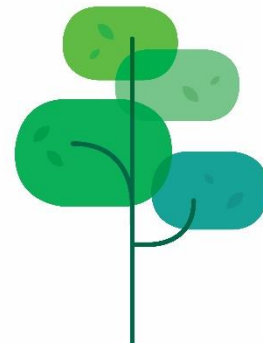


# Trust Strategy

## Development of the 2024-2029 strategy

David Ainsworth – Director of Strategy and Partnerships





Healthier Communities,  
Outstanding Care,  
Compassionate People

NHS  
Sherwood Forest Hospitals  
NHS Foundation Trust

## Our Vision

We want the same for our patients, their families and carers and for our colleagues. We want to consistently work on providing people with a positive experience. We want to focus well at the things that are the core of why we are here. We want to continually develop so we continue to create public value. We will do that by focussing on three broad headings:

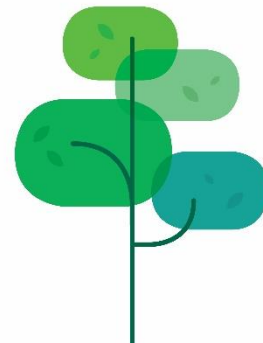
**Outstanding Care** (provided by)  
**Compassionate People** (enabling)  
**Healthier Communities**

**DRAFT**

3



**Outstanding Care** given by **Compassionate People** enabling **Healthier Communities**



# In the final year of the 2019-2024 Trust strategy, we committed to develop and launch the 2024-2029 strategy



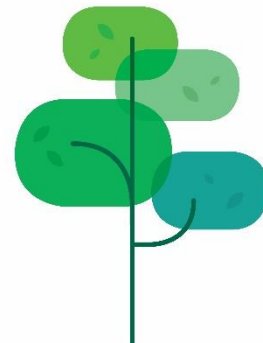
2019-2024

## Future Milestones:

- **26<sup>th</sup> October 2023** – Draft Strategy shared at Board Workshop
- **14<sup>th</sup> November** – Council of Governors
- **15<sup>th</sup> November** – Board workshop – full day of strategy
- **January – March** – Completion of detailed strategic priorities
- **January – March** – Colleague and partner engagement and roadshow
- **1<sup>st</sup> February** – Strategy to Private Board
- **March** - Strategy Launch at Public Board



2024-2029



The SFH Trust strategy will be underpinned by supporting strategies. Other technical strategies will be delivered through functional meetings

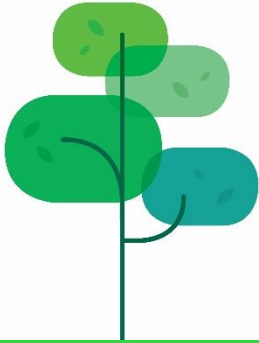
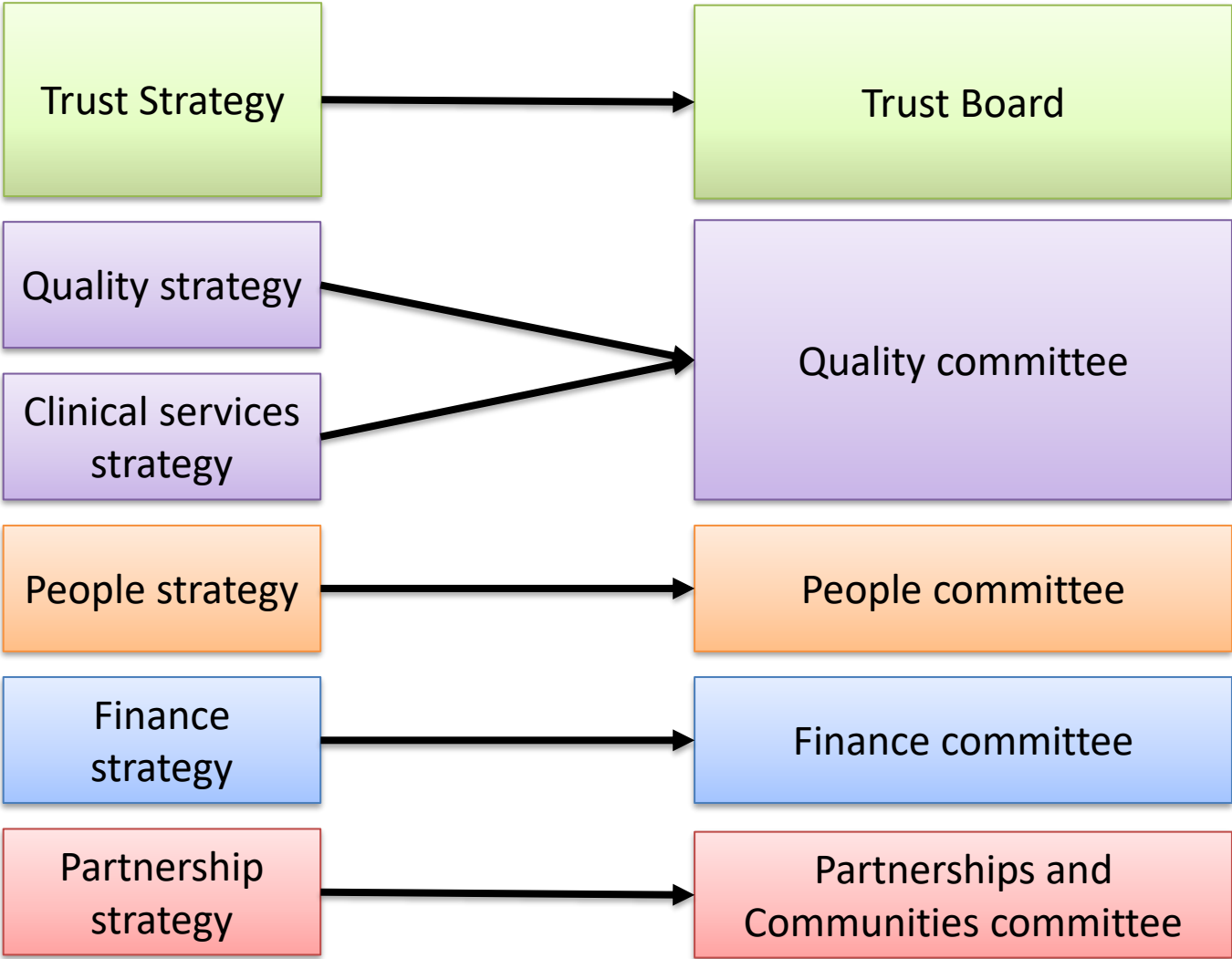


- Trust corporate strategy: Overall direction and ambition 'what we will do'
- Trust sub-strategies: How we will deliver the Trust strategy
- Trust technical strategies: Specialist priority areas of delivery

# The Trust strategy and sub-strategies will report into the Board and sub-committee structure



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# Below is a summary of each strategy and sub-strategy development plan, and readiness for launch

## Trust Strategy

- 2024-2029 - **Draft** ready for 26<sup>th</sup> October Board Workshop
- On track for sign off at February 2024 Board
- Launch in March 2024

## Clinical services strategy

- 2024-2029 – **Draft**
- On track for sign off at February 2024 Board
- Launch in March 2024

## Quality strategy

- 2022-2025 - **Complete**
- Refresh to commence in 2024

## People strategy

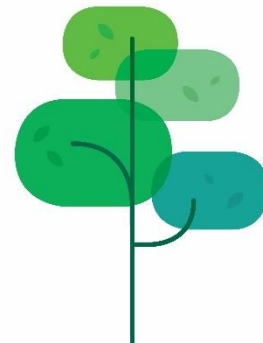
- 2023-2025 - **Complete**
- Refresh to commence in 2024

## Finance strategy

- 2024-2029 - **Draft**
- On track for sign off at February 2024 Board
- Launch in March 2024

## Partnership strategy

- 2024-2029 - **Draft**
- On track for sign off at February 2024 Board
- Launch in March 2024

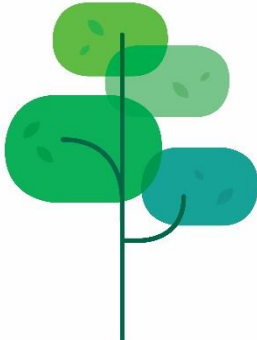
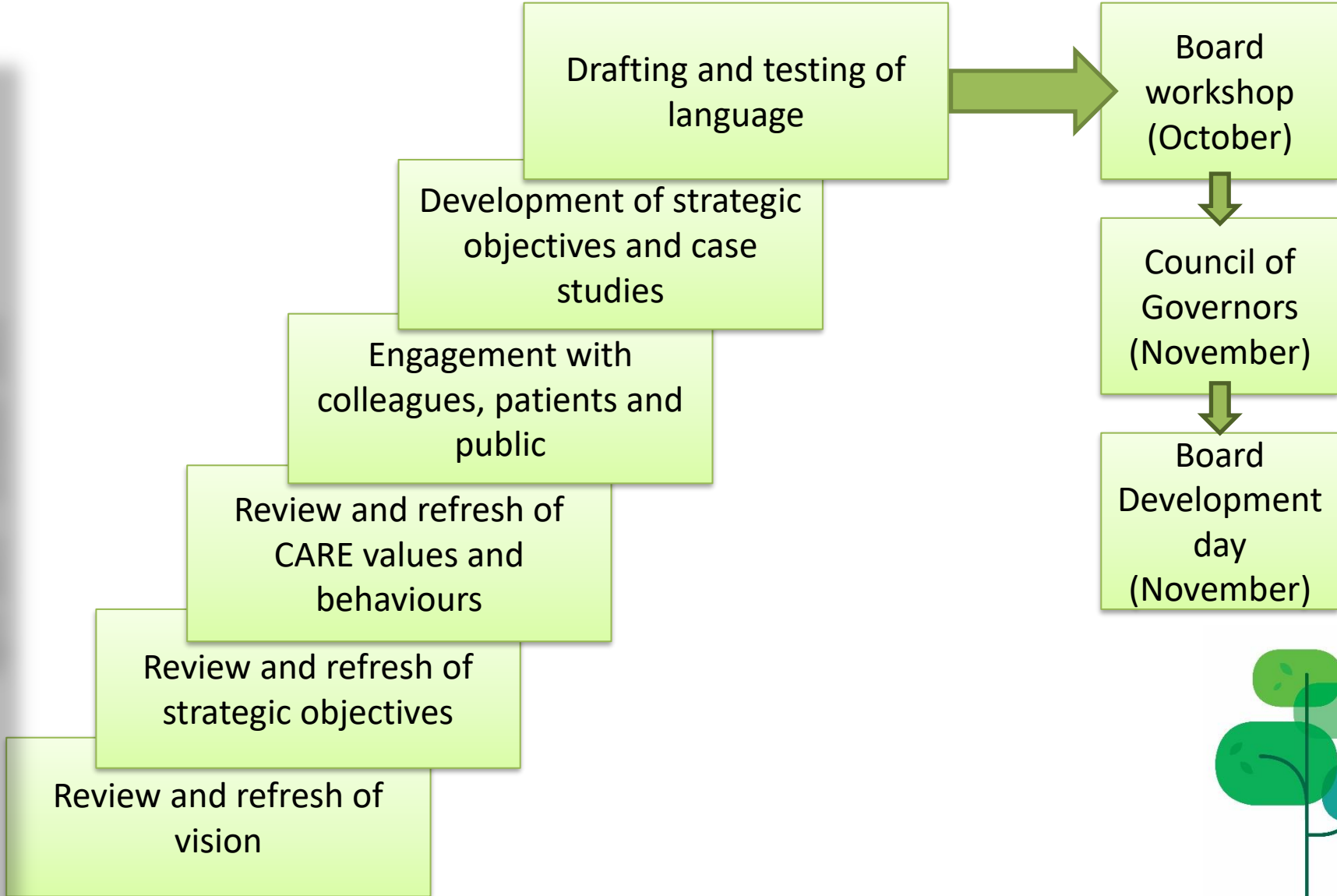


The Trust strategy development process has taken place over several months and included the following steps



Sherwood Forest Hospitals  
NHS Foundation Trust

April 2023 – October 2023



# Our vision and strategic objectives have been refreshed and updated



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Strategic objective 1:  
**Provide outstanding care in the best place at the right time**

Strategic objective 2:  
**Empower and support our people to be the best they can be**

Strategic objective 3:  
**Improve health and wellbeing within our communities**

**Outstanding Care** given by  
**Compassionate People** enabling  
**Healthier Communities**

Strategic objective 4:  
**Continuously learn and improve**

Strategic objective 5:  
**Sustainable use of resources and estate**

Strategic objective 6:  
**Work collaboratively with partners in the community**



We have refreshed our CARE values and behaviours with a launch in October



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NHS  
Sherwood Forest Hospitals  
NHS Foundation Trust

# Together We CARE



OUR  
CARE  
VALUES

Irvine Makoni  
Club Nurse Manager

NHS  
Sherwood Forest Hospitals  
NHS Foundation Trust

# Together We CARE

- C** **Communicating and Working Together**  
We will work as one **compassionate** and **inclusive** team, **involving, informing** and **listening** to colleagues and local communities.
- A** **Aspiring and Improving**  
We will choose to **work** or be **cared** for by **Sherwood** as we focus on **improving** patient **care** and colleague **wellbeing**.
- R** **Respectful, Inclusive and Caring**  
We will show **kindness** to all, **embrace** diversity and **challenge** inappropriate behaviours.
- E** **Efficient and Safe**  
We will be **consistent** and do the **right thing**, at the **right time, first time**.



# Our patients and the public tell us they want better communication, shorter waiting times, personalised care and joined up care

**Better communication** from us that supports *continuity of care* inside and outside of the Trust in a *timely way*. This includes informing both our partners and patients of appointments, decisions and treatment summaries. It also includes improving our verbal communication in a way that is *sensitive and inclusive* to individuals.

**Shorter waiting times.** You want us to offer prompt appointments and a diagnosis as quickly as possible. *Continue to provide the best care* and to provide access to consultants and *treatments without delay*.

**Joined up care.** We've been asked to *reduce inconvenience* (e.g. duplication, unnecessary appointments or tests) in any form. People tell us they know resources are scarce and need to be *used wisely* as well as correctly by delivering care together. We've been asked to *provide as much care as possible locally*.

**Personalised care.** We need to pay attention to *people's individual needs* such as wheelchair users, people with dementia, older adults, children and young people and people with sight difficulties for example. Our service delivery and the environment should take into account that *we all have individual requirements of healthcare*. Equity and equality should drive future service improvements and estate improvements.

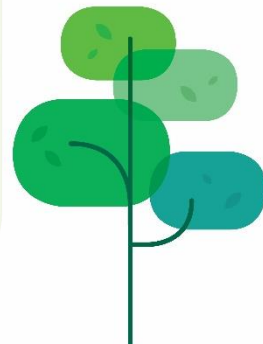
# Our colleagues tell us they want timely communication, improvements to pathways, career development and to return to basics with the CARE values

**Communication** - staff members talked about communication in the light of the organisation needing a multifactorial approach to **ensuring information is shared with the correct people**, both internally and externally in a **timely** fashion. Using **varied delivery** methods.

**Patient pathways and transformation** – team members highlighted many good areas for **improving pathways and transforming services** including strengthening and **developing our partnerships**, reviewing discharge processes, **better use of digital** and new technologies and integration.

**People** – for colleagues to be supported through **clear career development** and good quality, appropriate and accessible training and development. Including **personalised career chats** and equitable access to development opportunities. For teams to have the **right skill mix** to both lead their services well and be well led at all levels of the organisation. So that people feel that the **trust recognises them** as our most important value they are.

**Back to basics** – team members highlighted the importance of fundamental principles. For the need for everyone to **adhere to the CARE values** of the organisation, that our **team members feel valued** and are given sufficient time to care and for **services to be developed involving our communities and team members** from the outset.



# Strategy discussion



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The ambition of the strategy is to demonstrate Sherwood's place as a District General Hospital (DGH) that prides itself on delivering outstanding care delivered by compassionate people, leading to healthier communities.

To deliver the ambition, we need to be robust in delivering our core services and ensure they are sustainable in future years whilst recognising some of our future opportunities may exist outside the traditional boundaries of a DGH

Having read the strategy, does the feedback we have received **align** across the document?

What could be **strengthened**?

Can you support us during the roadshows **to share the strategy** with patients, public, partners and our colleagues?

