

Outstanding Care,
Compassionate People,
Healthier Communities



Sherwood Forest Hospitals
NHS Foundation Trust

Mid-Point Strategy Refresh

2026

IMPROVING
LIVES



Executive Summary

Purpose of this refresh

This document updates our existing 5-year (2024-2029) Improving Lives strategy as we enter the second half of its tenure. Our overall ambition, strategic objectives and drivers of change remain the same. This refresh focuses on delivery over the next three years and how we will measure success.

Our ambition in the Improving Lives strategy remains unchanged

Over the lifetime of this strategy we want to be known as an outstanding local hospital that consistently delivers quality services for our patients and improves lives.

We will achieve this by delivering consistently outstanding care by compassionate people who feel enabled and supported to do their best by Sherwood Forest Hospitals.

We additionally aim to look outside the walls of a traditional local hospital. We are already and will continue to contribute towards delivering healthier communities in the areas we serve of Ashfield, Mansfield, Newark and Sherwood (Mid Nottinghamshire) and wider.

We are accelerating our work in promoting health and preventing ill health. Supporting prevention, alongside other providers, is an important part of our business. Through the lifecycle of this strategy we want to positively impact upon prevention to reduce the need for our citizens to require healthcare in the future and to support those who already have a long term condition to manage this differently.

Building on the expertise of our colleagues, over the next few years we will drive a vibrant culture where people choose us as a place to come and work. They will access opportunities supported by us to develop their career aspirations and to thrive in the work they do. Sherwood Forest Hospitals will be a healthy place to work with choices that enhance our people's own health and that of their patients, families and friends.

What is different in this refresh

- Our priorities for how we deliver the ambition and strategic objectives have been strengthened
- Our measures of success are clearer

Our priorities for Years 3–5 of the Improving Lives strategy

This next phase of delivery focusses on scaling transformation, strengthening local partnerships and maximising the impact of digital innovation to improve outcomes for our patients, local population and for our people who work across Sherwood Forest Hospitals Trust

1. Improve through change
2. Drive best practice
3. Be a great place to work

How we will measure success

We will use triangulated measures from different sources across the following themes to measure successful delivery of our strategic objectives and priority areas.

- The Trust delivers safe, high quality and timely access to care
- The Trust is well-led
- The Trust is a great place to work
- The Trust is responsible in managing its resources and is financially stable
- The Trust is a good anchor organisation, contributing to local development

2. What has changed since we launched the Strategy in April 2024

Together we have delivered significant change across all of our strategic objectives. A summary of our achievements are below.

- Delivered redesigned environments and improved pathways of care including the purpose-built discharge lounge and the frailty unit developed from a trial of new ways of working
- Taken the first steps in delivering the national shift from hospital to community with a respiratory integrated neighbourhood teams pilot, working with our partners to deliver proactive and preventative care
- Embedded an improvement culture through mechanisms such the PSIRF which seeks to identify learning from incidents
- Working closely with our partners we have provided essential work experience and apprenticeships across our services for local people
- Eliminated the use of desflurane across the Trust, contributing to delivery of our Green plan
- Adopted artificial intelligence with the introduction of Microsoft 365 Co-Pilot which supports our people to work efficiently

What we have learned

- We are well placed to navigate change confidently and we will flex our delivery plans to meet changing requirements and available resources, whilst delivering against a strategic ambition
- Our people remain compassionate and enthusiastic for providing quality care despite challenging times
- Our patients value the service they receive, often sharing comments about the strong compassionate and personal approach taken across the Trust

What has changed in our context

- The change of Government in July 2024 led to one of the biggest changes across health services in recent history. NHS England and the Integrated Care Boards are in the middle of a significant change resulting in new ways of working, new responsibilities and a large reduction in resources. This has changed both national and local priorities for the NHS since we launched our strategy
- The Nottingham and Nottinghamshire Integrated Care Board (ICB) has grouped together with Derby & Derbyshire, and Lincolnshire's ICBs, resulting in a new ICB Cluster called DLN (Derby, Derbyshire, Nottingham, Nottinghamshire and Lincolnshire). The commissioner is now operating as a strategic commissioner and will not be involved in supporting delivery of services in the way it has previously done so. This will change what is expected of NHS providers.
- Fit for the Future: 10 year health plan was launched in 2023 setting out how the NHS and partners who support health of the population will transform services to improve the health of the nation
- The upcoming Local Government Reorganisation will create two new unitary authorities in Nottingham and Nottinghamshire, bringing together the existing District Councils and Local Authorities. This is due to be finalised in 2028 bringing further change to our partners and how we work with them to improve the health and care of our local population
- The requirement to live within our resources has been a large focus over the last few years and continues to be a challenge. We must transform how we deliver quality, safe and efficient care to ensure we make the best use of available public money

Despite a changing landscape, we remain confident in our ability to thrive and continue delivering outstanding care.

What we will do differently

Building on what our patients tell us is important, we will ensure our people feel empowered to make both incremental and transformative improvements to care.

We will deliver high quality, safe care outside of the walls of our hospital to drive improvements in the health of our local population – embracing digital, technological and estates based enablers in everything we do.

We will work closer than ever with our partners to ensure integrated care is delivered in the right place and that our future workforce is developed ready to meet the changing requirements of healthcare.

3. Our Strategic Direction (Reaffirmed)

Our vision

Delivering consistently outstanding care by compassionate people who feel enabled and supported to do their best, leading improvements in the health of our local communities.

Our strategic objectives

1. Provide outstanding care in the best place at the right time
2. Empower and support our people to be the best they can be
3. Improve health and wellbeing within our communities
4. Continuously learn and improve
5. Sustainable use of resources and estate
6. Work collaboratively with partners in the community

4. Our Priorities for Years 3–5

Delivery of our six strategic objectives during 2026-2029 will be through three priority areas:

1. Improve through change
2. Drive best practice
3. Be a great place to work

Improve through change

Key delivery priorities

- Adopt a digital first approach through implementing our Electronic Patient Record, embedding AI including Ambient Voice Technology and using new data methods to drive improvement
- Deliver best practice transformation in our services in UEC, elective and diagnostic services
- Develop our infrastructure, including a redesigned ED majors area, launch of the Community Diagnostic Centre and open our new MRI facility
- Develop and expand the services we provide in our Community Hospitals
- Develop Integrated Neighbourhood Teams

What this means for patients

You will receive more of your care closer to home, supported by services that work together seamlessly around your needs. Care will be more timely, coordinated and straightforward to navigate, with fewer appointments and less repetition. You will not need to tell your story multiple times, and digital tools - including the Electronic Patient Record and AI enabled support - will help ensure your care is joined-up, proactive and focused on what matters most to you.

What this means for staff

You will work more closely with colleagues across teams, organisations and settings, supported by simpler and clearer pathways designed around patients' needs. Digital tools, data-enabled decision making and integrated neighbourhood-based models of care will give you greater ability to coordinate care across traditional boundaries. You will have more opportunities to work in community and neighbourhood settings, contributing to more proactive, joined-up and personalised care.

Drive best practice

Key delivery priorities

- Use improvement tools including GIRFT, WAVE and QSIR to deliver efficient care
- Maximise our use of digital and AI tools
- Embed research and innovation in all that we do

What this means for patients

Resources - including time, staff, equipment and facilities - will be used efficiently so we can deliver more of the care you need, when you need it. You will benefit from a financially sustainable organisation able to invest in high quality, safe services for the future.

What this means for staff

You will use digital and improvement tools to deliver efficient, high quality care. Clear processes, better data and streamlined pathways will support you to provide timely, effective care and contribute to the Trust's long-term sustainability.

Be a great place to work

Key delivery priorities

- Equipping and developing our people to deliver transformation and better outcomes for patients
- Developing our future workforce in partnership with local education providers
- Ensuring our people have an environment they can thrive in including embedding an improvement and safety culture
- Being a well led, supportive and high performing organisation

What this means for patients

You will be cared for by staff who feel supported, valued and empowered. When staff are able to develop, thrive, and work in a positive culture, the quality and compassion of care you receive will continue to strengthen.

What this means for staff

You will be part of a workplace that invests in your development, wellbeing and ambitions. You will have opportunities to lead improvement, grow your skills and work in an environment that encourages innovation, collaboration and a strong safety and learning culture.

Enablers that will help us to deliver our priority areas

Across all three priority areas, we will be guided by four cross-cutting themes: digital enablement, partnership, workforce development and sustainability

5. Measures of Success

Improve through change

Success will be demonstrated by:

- The delivery of safe, high-quality care across community settings, monitored through the IPR and Friends & Family Test.
- Achievement of statutory performance standards, evidenced in the IPR.
- The Trust strengthening its role as an anchor institution, measured through 360-degree partner feedback and delivery of key digital priority milestones.
- Evidence of effective collaboration across neighbourhood, community and system partners, reflected in progress against digital and transformational milestones.

Drive best practice

Success will be demonstrated by:

- The Trust managing its resources responsibly and maintaining financial stability, assessed through the medium-term planning response and delivery of digital priority milestones.
- Performance against the NHS Oversight Framework, monitored quarterly.

Be a great place to work

Success will be demonstrated by:

- The Trust being well-led, assessed through provider self-assessments, CQC reviews and well-led reviews.
- The Trust being recognised as a great place to work, tracked through the NHS Staff Survey and related workforce indicators.

6. Governance and Oversight

How we will track progress

- Our supporting strategies will continue to report into an associated committee on a 6 monthly basis. The supporting strategies are Clinical services, People plan, Quality, Partnerships, and Finance.
- Delivery from the supporting strategies is aggregated up into the Trust Board on a 6 monthly basis and aligned with our measures of success
- The Trust strategy will be reviewed annually – next due April 2027

Summary

Through this refreshed strategy, we affirm our commitment to improving lives- within our hospitals, across our communities, and for future generations. Working together, we will realise our ambition of delivering outstanding care and contributing to a healthier Mid Nottinghamshire.

IMPROVING LIVES

VISION:

Outstanding care, compassionate people,
healthier communities.

Strategic Objectives



Our Priority Areas



We will prioritise improvement, including in digital transformation and implementing our electronic patient record.

We will learn from one another and others, we will work in partnership and we will adopt and embrace best practice.

We will work together, to value, support and include all colleagues - and to be proud of what we do.