

Strategic Objective	Over the next five years we will.....	Ref	Objectives 20/21	Executive Lead	2020/21 Final Update	
					Actions taken	Impact / Outcome
1. To provide outstanding care	<i>Give patients, carers and families a positive experience</i>	1.1	Establish a citizen-led Improvement group and Sherwood Youth Forum in partnership with Governors and Volunteers	Emma Challans	All 7 Improvement Partners undertook the Sherwood Six Step QI training in December 2021, and were welcomed by the CEO. They have been matched to specific Transformational Programme initiatives, on a balance of their personal interests and specific experience, knowledge and skill sets. Each Transformational Programme Lead has received guidance on the aims and purpose of the role, and in ensuring equal power during the co-design process.	<u>Yearend Summary</u> The original aim was to recruit 10 citizen Improvement Partners by the end of March 2021, however many citizens expressed an interest but did not want to pursue it at this particular time due to COVID19. -7 Citizens trained and ready to support -A further recruitment process is planned in Q1 2021. -Feedback on the QI training was very positive, but again, . -A full evaluation of the role is planned during 21/22. -As part of the refreshed QI training, a module on engaging citizens in Improvement will be launched from Q1 2021. -Raising internal expectations of citizen involvement in improvement
	<i>Provide consistently safe and clinically effective care</i>	1.2	Adopt a nationally recognised model of ward accreditation	Julie Hogg	The exemplar ward model of accreditation is being adopted; data packs are in the final stages of development and the task and finish groups have been initiated. Implementation has been delayed significantly by the COVID-19 pandemic.	We will understand each wards baseline performance for safety, efficiency patient experience, staff experience and improvement. We will launch our first staff councils and commence our programme of shared governance in 2021.
	<i>Improve coordination across health and social care</i>	1.3	Establish an ICP Executive Team that meets regularly and leads the delivery of the ICP Breakthrough Objectives	Richard Mitchell	ICP Executive Team has met every month since June 2020. The ICP objectives for 20/21 were agreed in July and the Q1, Q2 and Q3 updates have been discussed in the public ICP Board.	We are assessing the ICP objectives to identify the areas where the ICP can truly add value, beyond the work of one organisation, in 2021/22.
2. To promote and support health and wellbeing	<i>Support people to have healthier lifestyles</i>	2.1	Implement a healthy behaviours programme	Clare Teeney	2020/21 HCW flu vaccination campaign ended on 28 February 2021 and cumulated in a 87.4% front line staff uptake – the highest ever achieved and nearly 2% higher than what was achieved in 2019/20. An additional dedicated targeted clinical psychology support offer has been introduced for staff working in ED, ICU and the Respiratory wards in the form of a secondment arrangement with Nottinghamshire Healthcare NHS Trust Foundation Trust. Two part time experienced clinical psychologists are providing extra support for staff working specifically in these areas. Initially this offer was in place from 25 January until 31 March 2021, but this has now been extended until 30 June 2021	Sickness levels across 2020/21 (excluding COVID reason) are at a lower level than the 2019 period. 87.4% of the workforce received a flu vaccine (which is the Trust highest position). 85% of the substantive workforce have had a COVID vaccination.
	<i>Help to improve mental wellbeing including reducing loneliness</i>	2.2	Deliver a mental health training and support programme	Julie Hogg	We have commissioned a review into mental health provision for patients and our education programme for staff. This was due to be completed by a nurse leader from Nottinghamshire Healthcare Trust, however this has been delayed due to her departure from the Trust. An internal audit into the mental health contract has been completed and we are working through the identified actions to ensure this meets the needs of our patients.	We will have an evidence based mental health training and support programme to ensure our staff are competent and confident to provide holistic care to our patients.
	<i>Work with partners to reduce health inequalities for those in greatest need</i>	2.3	Work with patients that represent our community to identify our priorities for addressing health inequalities	Julie Hogg	We have completed an initial review of patient equality, diversity and inclusion. We have identified a number of key actions to progress this over the remainder of the year. The patient and carer strategy is under consultation and we have launched the carers passport. This work has been significantly delayed by the roll out of the vaccine programme as key staff have been redeployed.	We will understand the patient and carer experience by protected characteristic and socio-economic status. We will have a clear strategy for improvement that we have developed with our patients and carers. We will adopt the triangle of care and work towards accreditation bringing patients, carers and professionals together.
3. To maximise the potential of our workforce	<i>Attract and retain the right people</i>	3.1	Establish a coordinated approach to recruitment and retention	Clare Teeney	Embedded recruitment branding and art work developed under the focus of "a place to..." Revised and updated recruitment and selection practices for medical appointments including psychometric and aptitude testing for all positions. NHS People Plan actions associated flexible work and opportunities included into standard practice. Virtual microsite designed to further modernised recruitment practice to be in place by the summer 2021.	Overall vacancy levels have reduced across 2020/21 resulting to a present position 5.1% from 8.0% in at the end 2019/20. In addition to this the Trust has implemented a modern approach to medical recruitment that has contributed to medical vacancies reducing further and being at its lowest, standing at 23 posts.
	<i>Have an engaged, motivated and high performing workforce</i>	3.2	Initiate work on developing a learning and restorative culture. Principles of a 'Just Culture'	Emma Challans	The Improvement and Learning sub cabinet has been instrumental in developing and co-designing the proposed approach to ' Continuous Improvement at SFH ' which is currently being shared at Committee level. As an underpinning foundation of this approach, a Trust-wide ' Ideas Generator ' will be launched in early April 2021 to encourage all colleagues to share and lead improvement. The work to optimise learning from Datix/Greatix has been progressed, with a business case to be developed in Q1 2021 to support this aim. More direct engagement with colleagues on current/future use of these tools has been paused during COVID19, as an unnecessary distraction. Work is starting in March 2021 to better understand the impact of incident investigation on our colleagues, with a view to informing and shaping the future investigative process as a 'just approach'. Human Factors training will be available to colleagues as part of the new QI training offer from June 21.	<u>Yearend Summary</u> Due to COVID19, many of the Improvement and Learning sub cabinet f2f meetings have been paused due to colleagues being re-deployed into other roles. The QI coach network meetings have also been paused due to the re-deployment of colleagues. Nevertheless, significant progress has been made in co-designing an evidence-based proposed approach on the future focus and narrative around ' Continuous Improvement at SFH ' which will support the organisational Recovery Phase, the proposed CQC new focus and underpins a 'just culture' approach. The launch of the Ideas Generator in April 21, titled ' Bright Sparks ' by SFH colleagues directly relates to the ' You Said, Together We Did ' actions, and also underpins a culture that enables improvement and ownership to flourish. YSTWD - strong progress against the majority of YSTWD actions. Progress communicated widely each quarter. The Human Factors training, along with all QI training, will be fully evaluated in terms of value to colleagues from Q2 21. A QI Hub within the Library will also be launched in Q1 21, as a multi-disciplinary and creative space for colleagues to meet and share ideas for improvement. New QI training offer from April 2021.
	<i>Develop and nurture our teams of colleagues and volunteers</i>	3.3	Implement a strategic, targeted programme of personal and team development	Emma Challans	Bespoke Clinical Leadership development programme for Heads of Service was approved through the MD Medical Managers Forum. Intent is to start this offer from May 21. Need to re-engage with key stakeholders with regards leadership development with recognition of leading recovery of services. May 21. SFH Orientation Day has been partially revised and due to COVID19 restrictions, the work of the team has been dedicated to rapidly moving to a full on-line induction offer. Once services and the Education Centre is available for greater f2f use the new programme will be introduced. Aim: June 21. In March 21 work commenced on establishing a SFH Proud2bOps operational development network. This is a new offer and will evolve based on members needs and opportunities to strengthen operational management. Supported a Junior Dr leadership offer working with the Chief Registrar.	<u>Yearend Summary</u> Releasing time for colleagues to attend specific education and training programmes has proven challenging, with almost all non-essential activity being paused to allow our workforce to care for patients. Where possible leadership offers have continued and initial planning for 21 onwards has begun. That said key leadership and support packs have been developed with positive feedback: Team Conversations, Re-connecting Toolkit. There is now an emerging need to consider the SFH leadership and management development offers to ensure they meet colleagues needs in terms of subject area and increasing access to. This includes progression of Talent Management in SFH. Leadership Development offer is Directorate Breakthrough objective 21/22 Development of Operational colleagues and teams is also a key opportunity for SFH and support to establish SFH Proud2bOps. Launch of Care4Notts - ICS Career Academy, operational lead hosted by SFH

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4. To continuously learn and improve	Continue to deliver evidence based best practice	4.1	Introduce an evidence based approach to organisational effectiveness	Emma Challans	<p>Culture and Improvement Cabinet revised attendance and meetings moved to bi-monthly. Cabinet is working more effectively with greater oversight and governance in to the PCIC.</p> <p>Greater alignment, albeit much more to do in collaborative and integrated working across Leadership, Cultural Development and Improvement towards delivering strategic objectives, transformation and efficiency.</p> <p>Collective Objective setting across all three directorate reports.</p> <p>Development of 'Continuous Improvement in SFH' bringing together improvement, cultural development and Leadership.</p> <p>NHS Staff Survey preparation and roll out, delivery against all actions in the NHS People Plan.</p> <p>Effective leadership of the Wellbeing and Welfare Group.</p> <p>Bottom up benchmarking model to identify transformation and efficiency opportunities in SFH, towards developing a 2-3 Transformation and Efficiency programme.</p>	<p><u>Yearend Summary</u></p> <ul style="list-style-type: none"> - Culture and Improvement Cabinet - Increased a recognition of culture to enabling improvement - Support and approach through the governance reset and cabinets has supported strong NSS20 results. Best in Midlands/3/128 Trusts - Embedded wellbeing and welfare under the umbrella of cultural development - Supported response, delivery and restoration of services through dedicated programme management support - Development of 'Continuous Improvement in SFH' underpinned by a set of 2021 Directorate Breakthrough Objectives. - Provided specific engagement developments to strengthen culture, education and improvement in SFH. e.g. BH/VA campaign, Feel Good - Increased partnership working across the MN ICP: Wellbeing/Improvement. - Staff Survey Results, Learning from COVID19, PASCAL survey
	Make the best use of information and digital technology	4.2	Deliver year 1 of the Digital Strategy	Dave Selwyn	<p>Demonstration and Q&A sessions have been held with two EPR suppliers, with good Trust engagement. Evaluation from these will inform decision making on preferred supplier. Business case is in progress. Successful bid for funding support to develop EPR business case. Continuing discussions with NHSX regarding Digital Aspirant application and possible qualification in 21-22.</p> <p>Confirmation has been received that Attend Anywhere will be funded nationally for another year.</p> <p>Participation in the national N365 Microsoft Office contract has been confirmed.</p>	<p>The demos and evaluation of each EPR supplier are supporting the Trust's decision making process for which EPR system to adopt.</p> <p>Attend Anywhere supports video consultations and therefore remote patient access to services.</p> <p>The use of N365 will enable smarter ways of working across all staff groups.</p>
	Use research, innovation and improvement for the benefit of our communities	4.3	Support each division to develop their own research plan	Dave Selwyn	<p>This was delayed due to COVID19, but work has resumed and a kick off meeting is scheduled with Heads of Service (HoS) and Clinical Chairs for 23rd March meeting to start to progress.</p>	<p>Divisional ownership of research plans will lead to wider engagement, more colleague involvement in research and ultimately an increase in both studies and uptake.</p>
5. To achieve better value	Become financially sustainable	5.1	Refresh the financial strategy, with an architecture to achieve recurrent improvements	Paul Robinson	<p>Initial baseline refresh of Financial Strategy undertaken and reported to Finance Committee and Board of Directors Workshop February 2021. Full refresh of Strategy to be completed following publication of 21/22 Planning guidance. Monthly updates to be provided to Board of Directors.</p>	<p>Understanding the path to financial sustainability and the plans and actions required to deliver.</p>
	Work with our partners across Nottinghamshire to deliver efficiencies	5.2	Work with partners to identify opportunities for collaboration, including setting up a staff bank across organisations within our ICS	Clare Teaney	<p>Across 2020/21 the Trust has played a key role working in in partnership with local social care providers in Nottinghamshire and introduced a collaborative bank offer. SFH has supporting community and social care provides that has assisted with emerging challenges presented from a second surge of COVID-19 and across Winter 2020. This has been developed further where the Trust has been the lead workforce provider for the Nottinghamshire vaccination programme, under the "Nottinghamshire Workforce Bureau" support citizens across Nottinghamshire in receiving protection against the Coronavirus.</p>	<p>Trust has been the lead provider for the Nottinghamshire COVID vaccination programme under the "Nottinghamshire Workforce Bureau" to date over 125,000 hrs of SFH bank has been resources has been deployed to support programme across Nottinghamshire. in addition to this there has been the placement of over 750hrs of SFH bank resource that has supported care homes, and community services across Nottinghamshire.</p>
	Maximise the use of all our resources	5.3	Hold a healthcare sustainability launch event, supporting the development of our Green Plan	tbc	<p>Low Carbon Europe appointed to support the development of the Green Plan by March 2021. Climate Action Workshop held, securing engagement and generating ideas. Sustainability Manager Job Description has been agreed, subject to banding. An application is being submitted for Low Carbon Skills Funds to secure funding for an energy advisor, who will support our application for funding from the Public Sector Decarbonisation Scheme. Hope Orchard event held across Mid-Notts ICP partners and local schools planting fruit trees to help tackle carbon footprint and raise awareness of the link with the environmental and public health.</p>	<p>Measurement of carbon impact of organisation changes has started e.g. measuring trends in emissions resulting from outpatient appointments and trends in business mileage claims as a result of remote working.</p>