

Sherwood Forest Hospitals (SFH) 2019-2025 Strategic Objectives	Over the next five years we will.....	Ref	Second Half of the Year (H2) Priorities (October 21 - March 22)	Executive Lead	SFH Governance	Integrated Care System (ICS): H2 Priorities Plan: Recovery, Transformation, Financial, Workforce	ICS Governance	National Guidance	Measures of Success
1. To provide outstanding care	<i>Give patients, carers and families a positive experience</i>	1.1	To introduce a new Patient and Carer Engagement Strategy	Julie Hogg	Executive Team Meeting	<ul style="list-style-type: none"> ICS 'Delivering Personalised Care' Priorities ICS Quality Programme - Maternity 	<ul style="list-style-type: none"> ICS Personalised Care Board Local Maternity and Neonatal System (LMNS) Executive Partnership 	<ul style="list-style-type: none"> Maternity Transformation Programme - https://www.england.nhs.uk/mat-transformation/ NHS Long Term Plan - https://www.longtermplan.nhs.uk/ 	<ul style="list-style-type: none"> The Patient and Carer Engagement Strategy is launched and year 1 objectives have been delivered
	<i>Provide consistently safe and clinically effective care</i>	1.2	Within agreed Infection, Prevention and Control (IPC) restrictions to increase patient treatment activity in line with the annual operating plan	Simon Barton	Executive Team Meeting	<ul style="list-style-type: none"> ICS Accelerator Programme - Elective Recovery Fund ICS Transformation Programme - Planned Care and Cancer ICS Transformation Programme - Urgent and Emergency Care, Proactive Care and Self-Management 	<ul style="list-style-type: none"> Planned Care Transformation Board Urgent Care Right Place First Time Board 	<ul style="list-style-type: none"> 2021/22 Priorities and Operational Planning Guidance - https://www.england.nhs.uk/operational-planning-and-contracting/ NHS Long Term Plan - https://www.longtermplan.nhs.uk/ 	<ul style="list-style-type: none"> Achievement of the national activity % levels for H2 [NOTE: Awaiting H2 Planning Guidance]
	<i>Improve coordination across health and social care</i>	1.3	To ensure we have sufficient time to be a meaningful partner in the ICS	Richard Mitchell	Executive Team Meeting	<ul style="list-style-type: none"> ICS Integrated Care: Establishment of Provider Collaboratives ICS Integrated Care: Local Partnerships, Strategic Commissioning, Population Health and Digital 	<ul style="list-style-type: none"> Nottingham and Nottinghamshire ICS Board Mid-Nottinghamshire Integrated Care Partnership (ICP) Board 	<ul style="list-style-type: none"> 'Integrating care: Next steps to building strong and effective integrated care systems across England' - https://www.england.nhs.uk/wp-content/uploads/2021/03/integrating-care-next-steps-to-building-strong-and-effective-integrated-care-systems.pdf 	<ul style="list-style-type: none"> Maintain or improve SFH Single Oversight framework (SOF) indicators (including Accident and Emergency waiting times and numbers of long-waiters) Evidence of strengthening relationships with ICS partners through demonstrable examples of genuine joint working that have collectively addressed health inequalities and inequity of access
2. To promote and support health and wellbeing	<i>Support people to have healthier lifestyles</i>	2.1	To develop and introduce a sustainable approach to Support the Mental and Physical Health and Wellbeing of Colleagues	Clare Teeney	People, Culture and Improvement Committee	<ul style="list-style-type: none"> ICS 'People and Culture' Priorities 	<ul style="list-style-type: none"> People and Culture Programme Board 	<ul style="list-style-type: none"> NHS People Plan - https://www.england.nhs.uk/ourthpeople/ 2021/22 Priorities and Operational Planning Guidance - https://www.england.nhs.uk/operational-planning-and-contracting/ NHS Long Term Plan - https://www.longtermplan.nhs.uk/ 	<ul style="list-style-type: none"> Nationalise and Communicate the Offer during Quarters 1 to 4 (Q1 to Q4) Embed the offers of psychological support during quarters 1 to 4 (Q1 to Q4) Evaluate uptake of ICS Health and Wellbeing Interventions and benchmark against similar organisations/systems by the end of Q4 2021/2022
	<i>Help to improve mental wellbeing including reducing loneliness</i>	2.2	Create and introduce a Mental Health Strategy for patients.	Julie Hogg	Executive Team Meeting	<ul style="list-style-type: none"> ICS Transformation Programme - Mental Health 	<ul style="list-style-type: none"> Mental Health Transformation Board 	<ul style="list-style-type: none"> NHS Long Term Plan - https://www.longtermplan.nhs.uk/ 	<ul style="list-style-type: none"> The Mental Health Strategy has been developed with Nottinghamshire Healthcare NHS Foundation Trust and year 1 objectives have been delivered
	<i>Work with partners to reduce health inequalities for those in greatest need</i>	2.3	To build clinical relationships in our response to the National 'Levelling Up' agenda to help reduce inequitable access and improve patient experience.	David Selwyn	Quality Committee	<ul style="list-style-type: none"> ICS 'Population Health Management' Priorities ICS 'Health Inequalities' Strategy ICS Transformation Programme 	<ul style="list-style-type: none"> ICS Clinical Executive Group ICS System Transformation Group 	<ul style="list-style-type: none"> 2021/22 Priorities and Operational Planning Guidance - https://www.england.nhs.uk/operational-planning-and-contracting/ NHS Long Term Plan - https://www.longtermplan.nhs.uk/ 	<ul style="list-style-type: none"> Review the enhancement of new and existing shared care pathways across ICS acute healthcare providers, and provide assurance that access and outcomes are consistent. Utilise the Public Health England CHIME Health Inequalities Monitoring Tool to determine whether recovery and waiting list reduction initiatives are equitable in terms access; specifically looking at deprivation indicators, ethnicity, age and sex.
3. To maximise the potential of our workforce	<i>Attract and retain the right people</i>	3.1	To achieve Pathway to Excellence accreditation as designated by American Nurses Credentialing Centre	Julie Hogg	Quality Committee	<ul style="list-style-type: none"> ICS 'Delivering Personalised Care' Priorities ICS Transformation Programme - Maternity ICS 'People and Culture' Priorities 	<ul style="list-style-type: none"> ICS Personalised Care Board LMNS Executive Partnership People and Culture Programme Board 	<ul style="list-style-type: none"> Maternity Transformation Programme - https://www.england.nhs.uk/mat-transformation/ NHS Long Term Plan - https://www.longtermplan.nhs.uk/ NHS People Plan - https://www.england.nhs.uk/ourthpeople/ 	<ul style="list-style-type: none"> SFH is designated as a Pathway to Excellence accredited organisation
	<i>Have an engaged, motivated and high performing workforce</i>	3.2	To reduce colleague experience of Violence and Aggression and to increase reporting and learning of.	Julie Hogg	Quality Committee	<ul style="list-style-type: none"> ICS 'People and Culture' Priorities 	<ul style="list-style-type: none"> People and Culture Programme Board 	<ul style="list-style-type: none"> NHS People Plan - https://www.england.nhs.uk/ourthpeople/ 	<ul style="list-style-type: none"> The Reducing Violence and Aggression standards have been implemented in full Violence and aggression reporting is consistent with the levels reported in the staff survey Harm associated with Violence and aggression is reduced
	<i>Develop and nurture our teams of colleagues and volunteers</i>	3.3	To develop and introduce a new SFH Talent Management Approach and Strategy.	Emma Challans	People, Culture and Improvement Committee	<ul style="list-style-type: none"> ICS 'People and Culture' Priorities (Talent Management and Leadership Development Plan) 	<ul style="list-style-type: none"> People and Culture Programme Board 	<ul style="list-style-type: none"> NHS People Plan - https://www.england.nhs.uk/ourthpeople/ 	<ul style="list-style-type: none"> Introduction of new approach to Talent Management by end of March 2022 Provision of Leadership Management offer that is inclusive and based on SFH workforce plan Demonstrate increased diversity of colleagues accessing learning/leadership development offers Improved Staff Survey Results relating to leadership development and talent management
4. To continuously learn and improve	<i>Continue to deliver evidence based best practice</i>	4.1	To deliver Year 1 of the SFH vision for Continuous Improvement in SFH.	Emma Challans	People, Culture and Improvement Committee	<ul style="list-style-type: none"> ICS Transformation Programme ICS 'People and Culture' Priorities 	<ul style="list-style-type: none"> ICS System Transformation Group People and Culture Programme Board 	<ul style="list-style-type: none"> 2021/22 Priorities and Operational Planning Guidance - https://www.england.nhs.uk/operational-planning-and-contracting/ NHS Long Term Plan - https://www.longtermplan.nhs.uk/ NHS People Plan - https://www.england.nhs.uk/ourthpeople/ 	<ul style="list-style-type: none"> Complete Continuous Improvement Maturity Assessment (with recommendations to improve) by the end of Q4 2021/2022 To ensure all those involved in Transformation Programmes are given time and are trained in Quality Improvement (QI) (in total 160 trained in Bronze QI and 40 trained in Silver QI by the end of quarter 4 2021/2022) Delivery of 2021/2022 Transformation and Efficiency Programme by 31st March 2022
	<i>Make the best use of information and digital technology</i>	4.2	To deliver year 2 of the digital strategy	David Selwyn	Executive Team Meeting	<ul style="list-style-type: none"> ICS 'Data, Analytics, Information and Technology (DAIT) Strategy 2020-2024' 	<ul style="list-style-type: none"> Nottingham and Nottinghamshire ICS Board 	<ul style="list-style-type: none"> NHS Long Term Plan - https://www.longtermplan.nhs.uk/ 	<ul style="list-style-type: none"> Implement year 2 objectives of the digital strategy (including compliance with digital aspects of the Ockenden Report): a. Objective 1: To deliver Electronic Patient Records (EPR) b. Objective 2: To connect digitally with patients and partners c. Objective 3: To support our colleagues d. Objective 4: To unleash information bringing insight to our decision making e. Objective 5: To improve our digital infrastructure Sherwood Forest Hospitals NHS Foundation Trust: Digital Strategy 2020-2025' - https://www.sfh.nhs.uk/news/nhs/digital-strategy.pdf
	<i>Use research, innovation and improvement for the benefit of our communities</i>	4.3	To introduce an Innovation Hub across the Mid Notts health and care partnership.	Emma Challans	Executive Team Meeting	<ul style="list-style-type: none"> ICS Transformation Programme Mid-Nottinghamshire ICP Priority 	<ul style="list-style-type: none"> Mid-Nottinghamshire ICP Board 	<ul style="list-style-type: none"> NHS People Plan - https://www.england.nhs.uk/ourthpeople/ NHS Long Term Plan - https://www.longtermplan.nhs.uk/ 	<ul style="list-style-type: none"> Introduction of an Innovation Hub across Mid Nottinghamshire ICP by Q4 2021/2022 Key principles and year 1 aspirations defined and implemented by Q4 2021/2022 (including methodology for quantifying impact on patient care)
5. To achieve better value	<i>Become financially sustainable</i>	5.1	To deliver Year 1 of a 3yr SFH Transformation and Efficiency Programme.	Emma Challans	Finance Committee	<ul style="list-style-type: none"> ICS Transformation Programme 	<ul style="list-style-type: none"> ICS System Transformation Group ICS Strategy and Delivery Group meeting 	<ul style="list-style-type: none"> 2021/22 Priorities and Operational Planning Guidance - https://www.england.nhs.uk/operational-planning-and-contracting/ Maternity Transformation Programme - https://www.england.nhs.uk/mat-transformation/ 	<ul style="list-style-type: none"> Deliver 2021/2022 financial efficiency plan (FIP) by 31st March 2022 Ensure 2021/2022 FIP is deliverable on a recurrent basis by 31st March 2022 Have in place a 3-year recurrent SFH Transformation Programme (2022-2025) by 31st March 2022 Deliver Ockenden Recommendations
	<i>Work with our partners across Nottinghamshire to deliver efficiencies</i>	5.2	To build on existing partnership working agreements to deliver mutual opportunities that benefit the MN community.	Paul Robinson	Executive Team Meeting	<ul style="list-style-type: none"> ICS Integrated Care: Establishment of Provider Collaborative 	<ul style="list-style-type: none"> Nottingham and Nottinghamshire ICS Board Mid-Nottinghamshire ICP Board 	<ul style="list-style-type: none"> 'Working together at scale: guidance on provider collaboratives' - https://www.england.nhs.uk/wp-content/uploads/2021/04/014-working-together-at-scale-guidance-on-provider-collaboratives.pdf 	<ul style="list-style-type: none"> Develop formal work plans with partners (system wide) through provider collaboratives, place-based partnerships and other bilateral partnerships Ensure plans to deliver recurrent efficiencies are in place across the ICS by 1st April 2022
	<i>Maximise the use of all our resources</i>	5.3	To increase utilisation through delivery of the Estates and Flexible, Smarter Working strategies.	Paul Robinson	Finance Committee	<ul style="list-style-type: none"> ICS Transformation Programme - Estates ICS Transformation Programme - Back Office 	<ul style="list-style-type: none"> ICS System Transformation Group 	<ul style="list-style-type: none"> NHS Long Term Plan - https://www.longtermplan.nhs.uk/ NHS People Plan - https://www.england.nhs.uk/ourthpeople/ 	<ul style="list-style-type: none"> 5% reduction in non-clinical space by end of 2021 10% reduction of under-utilised space by end of 2021 10% reduction on 2018 baseline of unwarranted variance on SFH model hospital Estates and Facilities Management benchmark position (Private Finance Initiative peer group) by end of 2021 Ensure home/office working embedded within organisational culture (where individual roles allow) ensuring that is consistently offered across the organisation by end of Q4 2021/2022 Delivery of all schemes prioritised in capital expenditure plan by end of Q4 2021/2022