

Board of Directors Meeting in Public - Cover Sheet

Subject:	Trust Strategy – 2023-24 Priorities	Date: 6 th April 2023		
Prepared By:	Kevin Gallacher, Associate Director –Planning & Partnerships			
Approved By:	David Ainsworth, Director of Strategy and Partnerships			
Presented By:	David Ainsworth, Director of Strategy and Partnerships			
Purpose				
To update the Board on the development of the 2023-24 strategic priorities.		Approval		
		Assurance	X	
		Update	X	
		Consider		
Strategic Objectives				
To provide outstanding care	To promote and support health and wellbeing	To maximise the potential of our workforce	To continuously learn and improve	To achieve better value
x	x	x	x	x
Identify which principal risk this report relates to:				
PR1	Significant deterioration in standards of safety and care			x
PR2	Demand that overwhelms capacity			x
PR3	Critical shortage of workforce capacity and capability			x
PR4	Failure to achieve the Trust's financial strategy			x
PR5	Inability to initiate and implement evidence-based Improvement and innovation			x
PR6	Working more closely with local health and care partners does not fully deliver the required benefits			x
PR7	Major disruptive incident			
PR8	Failure to deliver sustainable reductions in the Trust's impact on climate change			x
Committees/groups where this item has been presented before				
Trust Executive Team People, Culture and Improvement Committee (People Component)				
Acronyms				
SFH = Sherwood Forest Hospitals FIP = Financial Improvement Programme				
Executive Summary				
<p>The current SFH strategy, published in Spring 2019, expires in Spring 2024 with 2023-24 the final year.</p> <p>The strategy process update to Board in January 2023 set out that the organisation would follow a two stage approach that covered both the identification of priorities for 2023-24 and the development of the new five year strategy during 2023-24.</p> <p>In the lead up to our final year of our existing strategy, Board held a two day time out in October 2022 and a finance planning workshop in February 2023 – the headline outputs of which can be found in Appendix one.</p> <p>Both of these have provided the context and direction in our collective thinking and preparation for the priorities for 2023-24. The Board can expect further engagement with the process at the planned workshop on 27 April 2023.</p>				

The strategic objectives were also refreshed in 2022 during the series of Board workshops and while there were no fundamental changes some minor updates were made to the wording to select language that reflects the current environment. The updated objectives are reflected in the strategic priorities development work that follows.

The executives and their teams have undertaken a series of engagement activities in the development of the recommended strategic priorities. As part of setting the direction and priorities for 2023-24 we have considered the multiple delivery requirements as part of the traditional NHS annual planning round:

1. Annual plan submission – which sets out our intentions for the level of activity we expect to deliver both urgent and emergency care and planned care recovery. Modelling around the beds we require to enable effective flow and site safety. The people required to deliver this and the financial plan to pay for it.
2. Our approach to developing a separate transformation programme. Which is designed to provide the right skills and right infrastructure into programmes of work that cover transformation, improvement, and transactional activities – all to be coordinated through the improvement faculty – due to launch on the 4th May
3. A separate approach to FIP delivery programme which will be monitored through the finance committee and delivers both transactional and transformational new ways of working

A key limiting factor for the organisation is headroom. Centrally therefore the attached workbook, developed by the Executive and their teams, brings together all the above key components into one single work programme.

Recognising the work is complex enough, this revised approach aims to simplify the approach and reduce bureaucratic monitoring, reporting and meetings infrastructure. This should enable our people the time to make sense of what is being asked of them during 2023-24. It also makes a direct link into the Board Single Oversight Framework to ensure correct monitoring and governance is in place through sub committees and Divisional Performance Reviews.

It is proposed that board receive a quarterly update as set out in Appendix 2.

The Board are asked to:

Discuss and agree the 2023-24 Strategic Priorities

Appendix 1: 2023-24 Board of Directors Workshops:

October 2022 SWOT analysis

Strengths

- Approach
- Culture
- Resources
- Relationships
- Education

Weaknesses

- Understanding population need at local level
- Public voice
- Resource and capacity
- Partnership growth

Opportunities

- Wider estates development and reconfiguration in Nottinghamshire
- Discharge
- Elective recovery
- Prevention Core20Plus5
- Career pathways and development
- Board and sub-committee priorities and ways of operating
- Provider collaborative at Scale
- Anchor role

Threats

- Governance at sub-committee level for gripping strategy
- Sub strategies
- Resources/money
- Time/capacity/headroom

Board of Directors workshop February 2023

Financial ambitions for 23/24 – to be owned as the interim financial sub strategy and monitored through the finance committee.

- Establish the Improvement Faculty and enhance the analytical and benchmarking support available to divisional teams, including the development of PLICS (Patient Level Information and Costing) and service level profitability reviews.
- Work with the Integrated Care System partners to refine system financial understanding, including relative risk, efficiency and opportunity.
- Complete a comprehensive review of established and potential income sources, to maximise the resources available to us.
- Strengthen financial governance arrangements and establish an improved process to support decision making.
- Enact the Private Finance Initiative agreement and progress our partnership working.
- Develop a strategic Capital Plan, that spans multiple years and supports SFH in reaching our desired future state.

The Ultimate Aim: to feature in the financial sub strategy.

- Routine delivery of financial targets, including timely payments to suppliers.
- All services, clinical and non-clinical, are as efficient as possible and fit for purpose.
- All procured goods and services are at best value, with routine contract management and benchmarking to support this.
- High standards are evident in terms of strong grip & control and ‘good housekeeping’ with regards to vacancies, use of variable pay and filling of shifts.
- Top quartile performance in terms of benchmarking, or programmes of work in place to progress to the upper quartile.
- Growth moneys available for annual investment to support longer term transformation.
- Maximised utilisation of estate and consistently strong performance from PFI partners.
- Minimal use of agency workers, with off-framework usage eradicated.
- Capital development plans to support longer-term transformation.

Appendix 2: 2023-24 Priorities Board Assurance Dates

Timetable for Updates

Period	Trust Board of Directors Meeting
<u>Quarter 1</u> (April 2023 – June 2023)	3 rd August 2023
<u>Quarter 2</u> (July 2023 – September 2023)	2nd November 2023
<u>Quarter 3</u> (October 2023 – December 2023)	1 st February 2024 (TBC)
<u>Quarter 4</u> (January 2024 – March 2024)	2nd May 2023 (TBC)