

## Trust Board - Cover Sheet

<b>Subject:</b>	Engagement for 2024-29 Trust Strategy	<b>Date:</b> 6 <sup>th</sup> July 2023				
<b>Prepared By:</b>	Kevin Gallacher, Associate Director of planning & Partnerships. Pui-Shan Tang, Care Integration Business Analyst					
<b>Approved By:</b>	David Ainsworth, Director of Strategy & Partnerships					
<b>Presented By:</b>	David Ainsworth, Director of Strategy & Partnerships					
<b>Purpose</b>						
To update Trust Board on the Engagement approach which will be used to inform the Trust 2024-29 Strategy.		<b>Approval</b>				
		<b>Assurance</b>	<b>X</b>			
		<b>Update</b>	<b>X</b>			
		<b>Consider</b>				
<b>Strategic Objectives</b>						
<b>Provide outstanding care in the best place at the right time</b>	<b>Improve health and well-being within our communities</b>	<b>Empower and support our people to be the best they can be</b>	<b>To continuously learn and improve</b>	<b>Sustainable use of resources and estate</b>	<b>Work collaboratively with partners in the community</b>	
<b>X</b>	<b>X</b>	<b>X</b>	<b>X</b>	<b>X</b>	<b>X</b>	
Indicate which strategic objective(s) the report support						
<b>Identify which principal risk this report relates to:</b>						
PR1	Significant deterioration in standards of safety and care					
PR2	Demand that overwhelms capacity					
PR3	Critical shortage of workforce capacity and capability					
PR4	Failure to achieve the Trust's financial strategy					
PR5	Inability to initiate and implement evidence-based Improvement and innovation					
PR6	Working more closely with local health and care partners does not fully deliver the required benefits					<b>X</b>
PR7	Major disruptive incident					
PR8	Failure to deliver sustainable reductions in the Trust's impact on climate change					
<b>Committees/groups where this item has been presented before</b>						
Trust Executive Team						
<b>Acronyms</b>						
ICS – Integrated Care System VSCE – Voluntary, Community and Social Enterprise PCN – Primary Care Network ICB – Integrated Care Board LGBTQ+ - Lesbian, Gay, Bisexual, Transgender, Queer/questioning and others WAND – We're Able and Disabled CCPL - Clinical and Care Professional Leaders CIAG - Citizen Intelligence Advisory Group SFH – Sherwood Forest Hospitals						
<b>Executive Summary</b>						
<p>The board is aware the current Trust Strategy expires at the end of March 2024 and we have already stated our intention to make the next 12 months our springboard year.</p> <p>The future design of our services and care models should take account of and be sensitive to the views of our patients, their families, the public and the communities we represent.</p> <p>This paper seeks to update the Trust Board on the ongoing engagement work being undertaken.</p> <p>A stakeholder map has been completed and is inclusive of touch points where interaction with the public can occur more readily; the key groups who represent local voices and those considered to</p>						

have protected characteristics; along with key partners. An engagement plan and timeline is now in place and the first set of engagement activities have commenced.

The first activity targeted almost 11,000 members of the public. A questionnaire (Appendix A), posted out, has given the opportunity to tell us what they need us to do for them and what matters to them for their future hospital services. Responses have started coming through a range of sources including written, electronic, QR code and the like.

All responses received will be collated, analysed and themed. The information gained through other forms of engagement, will influence the development of the Trust priorities in order we shape our thinking and design for the new 2024-29 strategy document. A verbal update on the number of responses received to date will be provided at the Board meeting.

In addition a number of groups and forums have been identified that will support far reaching engagement with this illustrated in Enclosure 1.

The early findings from the public engagement on strategy will be presented to the 6<sup>th</sup> November Public Board while the draft 2024-29 strategy document will be shared with Trust Board during it's October time-out. This draft of the Trust strategy document will be used in our further engagement from the end of October till the beginning of December to take us to a final strategy for Board approval in January 2024.

**The Trust Board is asked to:**

1. note the update and next steps

## **Background:**

As part of our strategic objective to work collaboratively with partners we set out in our 2023-24 priorities that:

*Through engagement with our People, Board, Council of Governors, Patient & Carers, the wider community we serve and our partners we will put in place a strategy that reflects our populations needs and contributes to our social, partner and regulatory agendas.*

And we set out the following key milestones:

- Engagement plan in place by the end of May 2023 - complete
- First draft 2024-29 Strategy completed for October
  - Board Approval of Strategy - 4th Jan 24
  - Clear set of priorities and actions for Year 1 agreed with Board during Qtr. 4 (updated annually)
  - 2024-29 Strategy launched Qtr. 4 2024

This paper updates the Board on progress to date with the engagement plan with additional information in the opportunities for engagement included in Enclosure 1.

## **Progress to date:**

1. We have agreed 4 broad audience categories with messages, materials and time spent tailored to these different audiences.
  - Our People – i.e. directly and indirectly employed and volunteers
  - External Stakeholders – inc. Local Authorities, VSCEs, PCN's.
  - Patients/Carers
  - Wider Population
  
2. We have also agreed that we are not consulting on the Strategic Objectives for 2024-29.

The Strategic Objectives that were updated for 2023-24 and the existing CARE Values will be used for the engagement with the focus being on increasing participants awareness of these while making it clear that we are not consulting on these. Any CARE values work will align to and compliment any People Directorate actions to refresh awareness of our CARE values

The six Strategic Objectives for the 2024-29 strategy are:

- Provide outstanding care
- Improve health and wellbeing
- Empower and support our people
- Continuously learn and improve
- Sustainable use of resources
- Work collaboratively with partners

The CARE values remain:

- Communicating and working together**
- Aspiring and improving**
- Respectful inclusive and caring**
- Efficient and safe**

3. The main focus of the engagement is therefore on confirming and shaping our priorities that will underpin the delivery of the objectives by understanding what is important to the different audiences set out above.

The first part of this work has commenced with 10,604 members of the public sent a short questionnaire as part of the Council of Governors election pack (Appendix A: Council of Governors Voting Papers encl.).

A further 50 were made available for the 'Step into the NHS' event held at Kings Mill on the 20<sup>th</sup> June with a further programme of work to make these questionnaires available to additional audiences during July and August as part of ongoing engagement.

At the 23<sup>rd</sup> June eight responses have been received covering a range of topics. We will collate and theme all responses received through June, July and August to inform the draft 2024-29 Strategy document which is to be shared at the Board time-out in October.

4. A number of other opportunities for engagement across the range of audiences have been identified with an understanding that we need to be pragmatic and proportionate in our engagement; understanding what our audience would seek to get out of the time they give up engaging with us and what we are hoping to achieve from this engagement.

Wherever possible we have sought out groups that have a wide range of stakeholders to maximise the spread of engagement (Enclosure 1). Individual or a mixture of the Executive Team members will engage with these forums directly alongside others with for example a nurse leader engaging directly with clinical staff on a face-to-face basis during August.

Further work is ongoing to understand gaps in the proposed engagement plan especially around obtaining the views of seldom heard voices and excluded groups in the wider population categories.

### **Strategy Engagement Next Steps:**

1. Continue to roll out the questionnaires across the various audiences during July and August.
2. Test the engagement approach sense checking coverage of audiences and response rates adapting the approach if necessary, and gain assurance that we are successfully obtaining a wide range of feedback including the views of seldom heard voices and excluded groups.
3. Collate and theme up all feedback received to inform the writing of a draft 2024-29 Strategy due to the Trust Board Time out on 26<sup>th</sup> October.
4. Late October to early December engage on the draft 2024-29 Strategy document.

Appendix A: Council of Governors Voting Papers encl.

Healthier Communities,  
Outstanding Care

**NHS**  
Sherwood Forest Hospitals  
NHS Foundation Trust

# We need you!

**We're developing our new five year strategy  
which will start in April 2024.**  
You can help shape our thinking and we are keen to hear  
your views.

**Our objectives:**

- ◀ Provide outstanding care
- ◀ Improve health and wellbeing
- ◀ Empower and support our people
- ◀ Continuously learn and improve
- ◀ Sustainable use of resources
- ◀ Work collaboratively with partners

**Our Vision is:**  
“ Healthier communities and  
outstanding care for all ”

#Team  
SFH

**> Your feedback**

Sherwood Forest Hospitals NHS Foundation Trust provides many services, some of which include routine operations, scans and x-rays, emergency care and urgent care. We also provide care outside the hospital, such as Community Midwives and children's services.

We have an important role in helping our communities by providing employment and education opportunities and also working with local partners on topics such as climate, physical activity and health and wellbeing.

**What do you need us to do for you?**

**What matters to your future hospital services?**

**If you would like further involvement please leave an email or contact number below:**

Please post your form back to:

**David Ainsworth, Trust HQ, Sherwood Forest Hospitals NHS Foundation Trust,  
Mansfield Road, Sutton-in-Ashfield, Nottinghamshire, NG17 4JL**

Alternatively, please visit [www.sfh-tr.nhs.uk/ourstrategy](http://www.sfh-tr.nhs.uk/ourstrategy) or scan the QR code below to enter your comments online.

