

Public Board of Directors - Cover Sheet

Subject:	Improving Lives strategy – 6 months progress		Date:	07/11/2024	
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Approved By:	Claire Hinchley, Acting Director of Strategy and Partnerships				
Presented By:	Claire Hinchley, Acting Director of Strategy and Partnerships				
Purpose					
To review progress of delivering the Improving Lives strategy in the first 6 months since launch.				Approval	
				Assurance	
				Update	X
				Consider	
Strategic Objectives					
Provide outstanding care in the best place at the right time	Empower and support our people to be the best they can be	Improve health and wellbeing within our communities	Continuously learn and improve	Sustainable use of resources and estates	Work collaboratively with partners in the community
X	X	X	X	X	X
Principal Risk					
PR1	Significant deterioration in standards of safety and care				
PR2	Demand that overwhelms capacity				
PR3	Critical shortage of workforce capacity and capability				
PR4	Insufficient financial resources available to support the delivery of services				
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				
PR7	Major disruptive incident				
PR8	Failure to deliver sustainable reductions in the Trust's impact on climate change				
Committees/groups where this item has been presented before					
All supporting strategies have been presented to their relevant Committee during September and October 2024					
Acronyms					
DNA – did not attend (the appointment) MECC - making every contact count NHS IMPACT – improving patient care together (NHS improvement approach)					
Executive Summary					
The Trust's five year 'Improving Lives' strategy was approved and launched on 1 April 2024. This is the first update of delivery towards the six strategic objectives for the period April to September 2024.					
The Improving Lives vision of delivering consistently outstanding care by compassionate people, leading to healthier communities is underpinned by six strategic objectives:					
<ul style="list-style-type: none"> • Strategic objective 1 – Provide outstanding care in the best place at the right time • Strategic objective 2 – Empower and support our people to be the best they can be • Strategic objective 3 – Improve health and wellbeing within our communities • Strategic objective 4 – Continuously learn and improve • Strategic objective 5 – Sustainable use of resources and estate 					

- Strategic objective 6 – Work collaboratively with partners in the community

Five supporting strategies set out principles and actions that deliver against these objectives and collectively achieve the Improving Lives strategy. The supporting strategies are:

- Clinical services strategy
- Quality strategy
- People plan
- Partnership strategy
- Finance strategy

The supporting strategies have been reviewed in Board committees during September and October against expected progress, and this has been amalgamated into demonstrating delivery of the overarching Trust strategy 'Improving Lives'.

The following report provides a summary of progress against each strategic objective during the first six months since launch.

Despite challenges faced by many NHS organisations in 'managing today' whilst maintaining a focus on 'making tomorrow better', the Trust has many achievements to be proud of. Every strategic objective has moved forwards and made improvements to the lives of our patients, our people and the local population.

During the next six months, there will be a refresh of the quality strategy and the people plan, and the finance strategy will be finalised which will further align to delivery of the Trust strategy.

A further review of progress and impact of the strategy's deliverables will be presented in May 2025.

Board is asked to NOTE progress made in the first 6 months of the five-year strategy.

Introduction

The Trust's five year 'Improving Lives' strategy was approved and launched on 1 April 2024. This is the first summary of delivery towards the six strategic objectives for the period April to September 2024.

The Improving Lives vision of delivering consistently outstanding care by compassionate people, leading to healthier communities is underpinned by six strategic objectives:

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

The Trust's supporting strategies set out principles and actions that deliver against these objectives and collectively achieve the Improving Lives strategy. The supporting strategies are:

- Clinical services strategy
- Quality strategy
- People plan
- Partnership strategy
- Finance strategy

The following section of the report provides a summary of progress against each strategic objective.

Strategic objective 1 – Provide Outstanding care in the best place at the right time

In our journey to be rated outstanding across all of our services, the Trust has taken steps to be at the forefront of service provision with innovative, safe and efficient healthcare.

Service developments and achievements focused on improving patient care and experience include:

- Being the first Trust in the Midlands to administer a new Parkinson's drug which made significant impact on our patients life and ability to complete daily tasks. This development received worldwide media interest
- The new discharge lounge providing purpose-built accommodation for our patients waiting to leave the hospital. Patient activity has doubled since the service transferred to its new environment
- Implementation of Vantage pharmacy system which provides timely tracking of samples throughout the department resulting in a better response for patients
- The Trust has achieved new and maintained existing nationally-recognised accreditations across divisions and specialties including, in pathology services, cellular pathology, clinical chemistry and clinical microbiology¹ and, in maternity services, the Baby friendly initiative
- Preparing for the electronic patient record working alongside clinical teams to map opportunities that digital working and digital records will bring
- The Trust is 6th best in England for its performance in emergency department patient flow and for ambulance handovers, meaning our patients are assessed and treated as early as possible in the right place
- The Trust has issued 167 carers passports to ensure our carers are identified and supported by our specialist teams

Strategic objective 2 – Empower and support our people to be the best they can be

Making the Trust a great place to work and belong is a key focus of our People Strategy.

¹ ISO 15189:2012 Medical laboratories – requirements for quality and competence (assessed by the United Kingdom Accreditation Service)

Improvements have been made to services provided by the People Directorate, aligned to the four delivery pillars of the NHS People Plan.

Looking after our people

- The Trust has commenced its 'Expect respect, not abuse' campaign, with the initial focus on supporting colleagues who experience violence and aggression from patients and service users and now expanding to promote sexual safety
- Development of a health and wellbeing survey to canvass staff on their knowledge of the health & wellbeing offer, exploring barriers to engagement

Belonging in the NHS

- The Trust has developed and successfully piloted exit interviews and 'thinking of moving' conversations to identify reasons why people leave the organisation and to support retention, a key initiative of the People Promise Exemplar programme
- Delivery of the Equality, Diversity & Inclusion Improvement Plan has prompted a relaunch of the Trust's staff networks and recruitment of inclusive recruitment champions

Growing for the future

- Working towards its strategic aim to be the local employer of choice, the Trust has continued with its Step into the NHS programme of events, is developing strategic partnerships with Vision West Nottinghamshire College and has enhanced its work experience offer with a 25% increase in offered placements since April 2024
- The coaching and mentoring network is under development with communications going live in October 2024

New ways of working and delivering care

- Workforce plans and recruitment to the Trust's new Community Diagnostics Centre services at Mansfield Community Hospital continue to be supported
- Revised processes have been developed utilising efficiencies in our electronic staff record and health roster systems, with the aim of removing duplications in processes

Strategic objective 3 – Improve health and wellbeing within our communities

The Trust will ensure that every contact counts and is committed to improving health and wellbeing within those people who work and live in our local population.

The Trust is taking action to address health inequalities:

- Digital 'flag' now in place for patients with cancer who also have a learning disability enabling adjustments to be made in their care
- Creation of a health inequalities steering group, which has agreed priority areas of focus over the rest of the year
- Cultural competency training delivered in women and children's division which supports our people to engage effectively with people from different cultures and countries in a way that best meets their needs
- A focus on reducing DNAs (Did Not Attend the appointment) with a health inequalities lens to identify different approaches to the way we manage our patient appointments

- Working with our partners to deliver MECC (Making Every Contact Count) training within the Trust to raise competencies and look at different ways to provide each contact

Strategic objective 4 – Continuously learn and improve

To embed a strong culture of continuous improvement the Trust has:

- Embedded improvement culture through mechanisms such as the Patient Safety Incident Response Framework, which seeks to identify learning from incidents
- Completed a self assessment against improvement domains set out in NHS IMPACT's national tool which puts us on a journey of improvement across the organisation
- Appointed a citizen improvement partner to engage the patient voice in improvement programmes
- Delivered improvement ambassador awards to our People who have demonstrated great service improvement projects in their area of work that have positively impacted on patient care
- Delivered a successful Celebrating Excellence event which showcases the outcomes of improvement through our nursing, midwifery, allied health professionals and pharmacy colleagues
- Promoted patient engagement through the in-patient survey to identify real time improvements

Strategic objective 5 – sustainable use of resources and estate

To deliver the best possible care for the community we serve, and using our resources wisely the Trust has:

- Focussed on core financial controls, assurance and pace of improvement with the aim for financial breakeven in 2026 and a contribution to the ICS financial position
- Eliminated the use of desflurane across the Trust supporting delivery of our Green Plan
- Added additional electric vehicle charging points and a new bus stop to promote sustainable and greener travel
- Worked with clinical fellows to develop further plans for decarbonisation and competencies for the workforce to tackle the impacts of climate change

Strategic objective 6 – Work collaboratively with partners in the community

The Trust has a long history of working in partnership, recognising delivery of the strategic objectives cannot be achieved by the Trust alone. The Trust has developed several relationships into deliverable partnerships including:

- Focussed work within provider collaboratives to build resilience in fragile services
- Commenced a collaborative programme of work with primary care to respond to problems that occur when patients move to and from the Trust's care to general practice

- Working closely with Vision West Nottinghamshire College to increase work experience and apprenticeships, and aligning a practice development nurse to work with students at the college, which is improving professional behaviours
- Developed a partnerships canvas to model the Trust's partnerships and the value exchanged through working in collaboration

Summary

Despite challenging circumstances faced by many NHS organisations across England in the first 6 months of this year, the Trust has achieved lots to be proud of towards delivering the strategy of Improving Lives.

In the next 6 months, there will be a refresh of several supporting strategies which will enhance deliverables for future years. Progress continues to be made in measuring the impact and outcomes of delivery, with a view of gaps and risks to delivery due at the first-year review.