

Outstanding Care,  
Compassionate People,  
Healthier Communities



Sherwood Forest Hospitals  
NHS Foundation Trust

# Improving Lives Through Partnership

2024/25-2029/30





## Contents

01	Foreword and our vision	04
02	What is driving us to do better	06
03	What is a partnership?	07
04	Trust objectives and our commitments	08
05	Roadmap	10

Outstanding Care,  
Compassionate People,  
Healthier Communities



Sherwood Forest Hospitals  
NHS Foundation Trust





# 1. Foreword

**Partnerships never go out of style. Health and care sectors that create opportunities through relationships, partnerships, collaboration and integration add public and social value into local communities and improve lives.**

Sherwood Forest Hospitals ambition is to be a valuable partner in the integrated care system and to play its role as an active anchor organisation – where real value can be added in areas such as education and employment aspirations for people who live in our area.

Our Trust vision is to deliver outstanding care by compassionate people and enabling healthier communities. To achieve this, we will intentionally connect with our partners in ways that help us to deliver our own strategic objectives and they deliver theirs.

We have already seen benefits from establishing positive relationships with key strategic partners, which then developed into intentional partnerships. A recent example is the Step into the NHS events programme with Vision West Nottinghamshire College, which has already delivered value. The Trust was able to directly offer employment to people in the local community and support and promote future workforce solutions.

There will be just as many strategic partnerships we are yet to discover and make best use of. The first year of this strategy will be a forming period strengthening existing partnerships, building new ones and developing plans.

It is without doubt that investing time and energy into strategic partnerships will bring about value. It is a continuum and can take time to build trusted relationships. Sherwood is committed to the longevity of our partnerships that create outcomes of improved lives.

# Our vision



**Our partnerships will enable outstanding care, delivered by compassionate people, enabling healthier communities.**

**Our partnerships will improve lives for our patients, our people and our local population.**



## 2. What is driving us to do better?

### **Consistently outstanding care provision**

We want to consistently deliver outstanding care to our patients which requires us to take a full pathway view across health and care services, including the voluntary sector.

Opportunities for us to improve the patient experience exist outside of our hospital boundaries and we can further optimise our influence amongst other care providers.

### **Workforce**

National shortages of professional colleagues are a barrier to us delivering consistently outstanding care. Many of our partners face similar obstacles. Opportunities to continue working with local education providers and other health providers will lead to creative solutions that improve this position.

### **Health inequalities, population health management and use of health services**

Our population's health needs are growing more complex, especially amongst younger people who are facing an increased need of health care. Locally there are several areas of deprivation and known health inequalities requiring a more holistic approach to managing existing care and reducing the future burden of ill health.

We have an opportunity to work differently with primary care and public health to prevent future ill health for our population, and to reduce health inequalities through improved access to services in the local area.

Sherwood Forest Hospitals' role in population health is to understand the health needs now and in the future of our local population and to work with our partners to reduce inequalities. We will increasingly make positive contributions to the wider determinants of health and wellbeing such as housing, employment and education.

### **Anchor organisation**

We have a statutory duty to integrate, collaborate and work in partnership. We also recognise our wider responsibilities as a large organisation anchored in Mid Nottinghamshire.

As an anchor organisation we can positively impact on the wider issues that support health and wellbeing of the local population, our people and our patients. Significant numbers of our people and their families work and live in our area of healthcare provision and we have an ambition to support their quality of life leading to a longer healthier life.

We can work with our partners to make better use of public resources in a way that improves lives.

## 3. What is a partnership?

The terms 'partnership' and 'partnering' are used in different ways and can have broad definitions. For the purposes of this strategy we define partnerships as a group of people from different organisations who come together to achieve something they can only do together. This sets partnerships apart from other kinds of groups who may meet regularly but aren't formally interdependent to progress their work.

Partnering refers to the work that partnerships engage in to achieve their aims, which might relate to relationship building, logistics of project delivery, the practicalities of convening, how the partnership learns or anything else partnerships do together.

### Our partners and partnerships

The Trust has many partners and is involved in many partnerships. Some are statutory or formal and others informal, some are simple and others more complex, some are documented and others more fluid.

Our current statutory and strategic partnerships are documented below. The Trust also has functional and specialist partnerships which contribute to our strategic objectives and work will continue to identify them and the value added contribution we can make to improve lives.

#### Our critical and most complex partnerships are:

- Nottingham and Nottinghamshire Integrated Care System (NNICS) – a statutory partnership between Nottinghamshire County and City's NHS and care organisations to support health and wellbeing, support active communities and ensure high quality joined up care when needed for the local people of Nottingham and Nottinghamshire.
- Mid Nottinghamshire Place-Based Partnership (MNPBP) – comprises of local statutory and voluntary, community and social enterprise (VCSE) organisations. MNPBP brings together over 15 health and care organisations including, local authority, commissioners, community services, primary care networks and GPs, hospitals, VCSE and citizen representatives.
- Nottingham and Nottinghamshire Provider Collaborative (NNPC) – a partnership of Nottinghamshire NHS trusts to facilitate working at scale with a shared purpose to increase efficiencies, reduce health inequalities, improve resilience and facilitate specialisation or consolidation where this will provide better outcomes.

**We are ambitious to build on our reputation as a partnership organisation, one which delivers care with a focus on integration of pathways and improving our offer to the local population as an anchor organisation. To this effect we are also partners in:**

- Place Boards – facilitating economic benefit where possible and contributing to local initiatives that reduce health inequalities and improve health and wellbeing through our three Place Boards.

## 4. Trust Objectives

**Sherwood Forest Hospitals' vision of providing outstanding care delivered by compassionate people, enabling healthier communities is delivered through six strategic objectives:**

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

**This strategy sets out how we will deliver strategic objective six. It acts as a statement of intent that the Trust will commit to delivering care in partnership with our local population and local services across health, care, the voluntary sector, community services and beyond.**

We recognise that there are risks to the Trust from partnership working; we are relying on and being relied on by partners. As finance, operational and resource challenges increase across the public sector and wider partners there is a temptation for organisations to withdraw, becoming insular and taking one-sided decisions. We cannot achieve our ambition to improve lives if this happens and we see this strategy as our statement of intent to manage these risks. Through building positive relationships, establishing trust, and properly resourcing and delivering on our commitments we will set a strong foundation for success.





## Through our intentional partnerships over the next five years we commit to:

- Improving outcomes for our patients with seamless care across organisational boundaries
- Building and maintaining relationships with healthcare providers across the ICS to share opportunities, resolve challenges and deliver robust services
- Developing opportunities for our people and future workforce to develop their skills to further their opportunities and deliver outstanding care for our patients and local population
- Make it easier for our people to work across providers
- Grow our future workforce in our communities and encourage them to explore NHS careers
- Understanding the health needs of our population now and in the future, and work with our partners to reduce inequalities using population health management tools.
- Maximise community and citizen engagement intelligence
- Learn from partners and share best practice and knowledge
- Making best use of our resources across the partnerships through alignment of pathways and resources as appropriate
- Effective collaboration contributing to sustainability and resilience
- Deliver consistent and shared communications across partners
- Define and achieve our intentions as an anchor organisation in Mid Notts



During the lifetime of this strategy we will:

Trust objective	Partnership objective	2024 / 25	2025 / 26 +
1	<b>Collaborating with our partners to put our patients at the centre of all we do and deliver safe, co-ordinated, holistic and outstanding patient care.</b>	Consider the opportunities for regular strategic board to board meetings with critical partners such as NNICB, NUH and NHT. Establish a primary and secondary care interface group and develop an engagement plan. Build relationships with all healthcare providers across the ICS.	Embed new ways of partnership working with our critical partners. Implement the primary and secondary care interface plan. Explore wider partnership opportunities with healthcare providers to align patient pathways.
2	<b>Seek our future workforce in our communities and encourage them to "Step Into the NHS" for their careers. Make it easier for our staff to work across the system.</b>	Establish the use of population health management tools in priority long term condition areas. Develop a process for gathering the community and citizen engagement intelligence.	Accelerate the use of population health management tools. Maximise community and citizen engagement intelligence.
3	<b>Understand the health needs of our population now and in the future and work with our partners to reduce inequalities.</b>	Identify and build appropriate relationships with all our educational and development partners Evaluate our shared purpose and contribution to the three Place Boards.	Develop and implement a proportionate action plan, aligned to the People Strategy, to reduce bureaucracy and facilitate access to staff opportunities across our system.
4	<b>Learn from our partners and share.</b>	Clarify our shared purpose for our communities and workforce.	Embed our new ways of working with partners.
5	<b>Improve organisational and system resilience.</b>	Evaluate how our key statutory partnerships of NNICP, MNPBP and the NNPC are adding value and where there are increased opportunities.	Making best use of our resources across the partnerships through alignment of pathways and more efficient collaborative working.
6	<b>Work collaboratively with partners in the community.</b>	Establish a detailed delivery plan for 2025/26 onwards contributing to delivery of this strategy. Ongoing engagement throughout the Trust to: <ul style="list-style-type: none"> <li>• identify emerging partnerships,</li> <li>• clarify their purpose</li> <li>• evaluate their complexity, and</li> <li>• establish appropriate measures and levels of assurance.</li> </ul> Galvanise communication mechanisms across partners to enable consistent and reliable messaging. Agree and contribute to the MNPBP 24-25 delivery plan. Review our approach to co-production, identify areas of good practice across the Trust and develop a blueprint / framework.	Implement the longer-term partnerships delivery plan. Clarify our key partnerships and establish a systematic approach to delivery and assurance. Ensure proportionate and sufficient level of partnership resource. Embed shared communications mechanisms. Establish and implement a partnership approach to co-production.
6	<b>Add social value as an anchor organisation.</b>	Define and review our anchor role within the community.	Implement a "think anchor" approach at all levels of the organisation.

**Measures of success:**

- Annual review of the value added outcomes achieved through our partnerships

We will allow sufficient time for our partnerships to yield results. It can take time to establish trust and joint methods of working and the more complex the partnerships the more difficult it can be to achieve outcomes.