

Strategic Objective	Over the next five years we will.....	Ref	Objectives 20/21	Executive Lead	Q1 Update
1. To provide outstanding care	<i>Give patients, carers and families a positive experience</i>	1.1	Establish a citizen-led Improvement group and Sherwood Youth Forum in partnership with Governors and Volunteers	Emma Challans	We have established a new initiative 'Improving Together' by invitation to members, governors and HWNN, to support continuous improvement across Sherwood. We have been invited to become an Improvement Partner.
	<i>Provide consistently safe and clinically effective care</i>	1.2	Adopt a nationally recognised model of ward accreditation	Julie Hogg	We have reconfigured the senior nursing team within the chief nurse office to create a senior nurse for ward accreditation and shared governance. This role has been appointed to and the post holder commences in role in August 2020. We have adopted the exemplar ward model, held up as a best practice model by the CNO for England and are in the process of creating data packs and audit to support the process. We will launch the programme formally in September 2020.
	<i>Improve coordination across health and social care</i>	1.3	Establish an ICP Executive Team that meets regularly and leads the delivery of the ICP Breakthrough Objectives	Richard Mitchell	ICP Executive Team met in June and now meet monthly. ICP objectives for 20/21 agreed at ICP Public Board on 23 July.
2. To promote and support health and wellbeing	<i>Support people to have healthier lifestyles</i>	2.1	Implement a healthy behaviours programme	Clare Teeney	At the start of COVID-19 a new self care and wellbeing strategy was introduced. Colleagues have access to varying levels of support in relation to their physical and mental health. A long-term strategic offer is currently being mapped and will be co-produced across the People, Culture and Improvement Executive Directors. We will be conducting an independent peer review of our staff health and wellbeing offer over the next two months. We have committed to making flu vaccinations available to our local communities.
	<i>Help to improve mental wellbeing including reducing loneliness</i>	2.2	Deliver a mental health training and support programme	Julie Hogg	We have commissioned a review into mental health provision for patients and our education programme for staff. This will be completed by a nurse leader from Nottinghamshire Healthcare Trust. We have also appointed a RMN into the Assistant Chief Nurse post; she will lead our strategy and actions following this review when she joins the trust in October 2020.
	<i>Work with partners to reduce health inequalities for those in greatest need</i>	2.3	Work with patients that represent our community to identify our priorities for addressing health inequalities	Julie Hogg	We are undertaking a 12 week piece of work to begin to establish the following: 1. A shared understanding of the different communities or population groups (geographical and of interest) that we serve 2. Determine the extent to which different population groups have a different experience of safety 3. Determine the extent to which different population groups have a different experience of care and consider a plan to address the findings 4 . Determine the extent to which different population groups have different health outcomes and consider a plan to address the findings We will develop our top priorities with this understanding in the autumn.
3. To maximise the potential of our workforce	<i>Attract and retain the right people</i>	3.1	Establish a coordinated approach to recruitment and retention	Clare Teeney	New recruitment branding and art work developed under the focus of "a place to..." that was introduced in July 2020. Trust bank for registered and unregistered workers developed and increased by 300 people. Modernised recruitment practice through the virtual microsite. Enhancements made to nursing assessment centre approach.
	<i>Have an engaged, motivated and high performing workforce</i>	3.2	Initiate work on developing a learning and restorative culture. Principles of a 'Just Culture'	Emma Challans	Outline paper produced on a creating a psychologically safe organisation. Human Factors development programme June-Aug 20 with +20 colleagues. Governance reset: People, Culture and Improvement Committee and new Cabinet formation from July 20. Key people practices, including the Trust's approach to Disciplinarys, Grievances, Dignity at Work matters and Capability, have been revised and updated capturing the Just Culture principles.
	<i>Develop and nurture our teams of colleagues and volunteers</i>	3.3	Implement a strategic, targeted programme of personal and team development	Emma Challans	Review of existing leadership development offer completed and adapted to support social distancing. Engagement across professional groups has commenced to develop a bespoke leadership development offer for clinicians and corporate workforce.
4. To continuously learn and improve	<i>Continue to deliver evidence based best practice</i>	4.1	Introduce an evidence based approach to organisational effectiveness	Emma Challans	We have developed annual breakthrough objectives, developed a strategic transformation programme and defined 'a connected approach' to improvement with packages of support. We have co-developed a framework with NTU to support organisational learning from COVID-19. Report/recommendations have been produced to further inform and support delivery of organisational restoration, recovery and reset.
	<i>Make the best use of information and digital technology</i>	4.2	Deliver year 1 of the Digital Strategy	Dave Selwyn	Digital Strategy launched and publicised internally and externally. Personally issued devices and Nervecentre Electronic observations introduced to ED and UCC, alongside paperless working in ED minors. Rapid deployment of Video Consultations. Infrastructure improvements at Newark Hospital. Significant switch to home working and use of MS Teams, enabled by rapid issuing of IT equipment. EPR business case development has started.
	<i>Use research, innovation and improvement for the benefit of our communities</i>	4.3	Support each division to develop their own research plan	Dave Selwyn	Initial meetings with Divisional General Managers were delayed due to COVID-19 pressures. Next steps are to re-establish these meetings and work with divisions to develop their plans.
5. To achieve better value	<i>Become financially sustainable</i>	5.1	Refresh the financial strategy, with an architecture to achieve recurrent improvements	Paul Robinson	Initial forecasting work undertaken at M3. Full strategy refresh to take place following receipt of planning guidance. This is expected to be during Q3.
	<i>Work with our partners across Nottinghamshire to deliver efficiencies</i>	5.2	Work with partners to identify opportunities for collaboration, including setting up a staff bank across organisations within our ICS	Clare Teeney	Across Q1 the Trust has worked in partnership with local social care providers in Nottinghamshire and introduced a collaborative bank offer. The temporary offer has provided resources to social care to support emerging challenges presented from COVID-19. Across Q2 this this is being developed further, to establish how a collaborative bank can be provided from Sherwood to partners across the ICP.
	<i>Maximise the use of all our resources</i>	5.3	Hold a healthcare sustainability launch event, supporting the development of our Green Plan	Robin Smith	Climate change working group established and role of climate change lead clinician launched to the organisation.