

Strategic Objective	Over the next five years we will.....	Ref	Objectives 20/21	Executive Lead	Q2 Update	
					Actions taken	Impact / Outcome
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	The citizen Improvement Partner role was launched in July at a Governors meeting, and again via ICP and CCG citizen forum routes, with a good response. Interviews have been held with each citizen that has applied, involving representatives from Improvement, Transformation and Patient Experience.	7 Improvement Partners have been recruited to date. QI training for each partner will be undertaken during November 2020. Improvement Partners will be ready to support change teams from December onwards and will be matched to a transformation programme. Patient/Public perspective and contribution to improvement initiatives that in turn enhance quality and approach to change in service delivery.
	<i>Provide consistently safe and clinically effective care</i>	1.2	Adopt a nationally recognised model of ward accreditation	Julie Hogg	The exemplar ward model of accreditation is being adopted; we are currently building the data packs and developing an implementation plan. We have appointed a Matron for Ward Accreditation and Shared Governance who started in September 2020. Implementation has been delayed by the COVID-19 pandemic.	We will understand each wards baseline performance for safety, efficiency patient experience, staff experience and improvement. We will launch our first staff councils and commence our programme of shared governance in 2021.
	<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 have met every month since June. ICP objectives for 20/21 were agreed in July and the Q1 update was discussed in public in September. Q2 update to follow in November.	The impact of each ICP objective is being measured by the relevant ICP team / lead
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 being mapped and will be co-produced across the People, Culture and Improvement Executive Directors. An independent peer review of our staff health and wellbeing offer has commenced, with a set of recommendations to be in place within the next 2 months. Annual flu vaccination programme has commenced.	Levels of Sickness absence across Q2 have been lower than levels in 2019 but there has been an above average increase in September. However the Performance is within upper quartile of NHS Providers. 59.1% of front line employees had received a Flu vaccine by 14 October
	<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. Our new Assistant Chief Nurse will lead our strategy and actions following this review. She joined the trust in October 2020.	We will have an evidence based mental health training and support programme to ensure our staff are competent and confident to provide holistic care to our patients.
	<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 have completed an initial review of patient equality, diversity and inclusion. We have identified a number of key actions to progress this over the remainder of the year. This will focus on co-producing a patient and carer EDI strategy, capturing patient protected characteristics, working with carers and introduction of the veteran awareness scheme.	We will understand the patient and carer experience by protected characteristic and socio-economic status. We will have a clear strategy for improvement that we have developed with our patients and carers. We will adopt the triangle of care and work towards accreditation bringing patients, carers and professionals together.
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..." is now embedded across all recruitment platforms. Modernised recruitment practice has commenced through the introduction of a virtual microsite. Enhancements and flexibilities introduced to methods of advertisement.	Overall vacancy levels have reduced to 5.3% September 2020 from 8.0% in September 2019. In addition to this the Trust has implemented a modern approach to medical recruitment job packs that has contributed to medical vacancies being at its lowest standing, at 26 posts.
	<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	In the new governance structure an Improvement and Learning operational sub cabinet has been established. The priorities for this multi-professional group consisting of QI, Human Factors and Patient Safety leads is to support a psychologically safe organisation through conditions to learn and improve. Immediate focus is on organisation approach to Datix and Greatix - to underpin the principles of a just and learning culture in both incident reporting and investigation. 12 Quality Improvement coaches have been trained as part of an organisational Coaching Network, involving colleagues with QSIR and Human Factors knowledge. SFH 'Learning from Covid' engagement exercise has been shaped in to a set of YSTWD Actions.	QI coaches will be matched to colleagues as part of a wider Coaching Network, which will be subject to formal evaluation. Opportunities to collaborate on a shared QI coach approach with Nottinghamshire Healthcare Trust is being explored. Datix/Greatix system processes currently being mapped to understand enablers/barriers, to prioritise key features that users value and to optimise learning opportunities at an organisational level. YSTWD organisational actions have been shared across SFH and will be reported on each quarter through SFH communication and engagement channels.
	<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	A bespoke clinical leadership development programme has been developed and is in DRAFT form for sign off at Medical Managers. This will be the test group to then roll out across further clinical groups. The current Leadership Development offer has been reviewed with improved access via virtual sessions for both teams and line managers. SFH Orientation Day is currently under review and a new Manager induction day has been designed for roll out from November 2020.	Clinical Leadership Development Programme. New and updated Toolbox talks for all colleagues. New Manager induction day live from November 2020. Re-focussed Orientation Day - Culture and Leadership based.

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4. To continuously learn and improve	Continue to deliver evidence based best practice	4.1	Introduce an evidence based approach to organisational effectiveness	Emma Challans	In the new governance reset, the alignment of culture and improvement has strengthened with greater understanding and oversight of key organisational strategic objectives and delivery. Examples include: Wellbeing and Welfare now aligned to DCI. Transformation is evolving in to an efficiency and transformative approach both inward and outward facing across the ICP. Closer working across directorate teams in delivery of the NHS People Plan.	Good progress against the new NHS People Plan 'must be done's' Supporting delivery of Phase 3 Recovery Alignment of Psychological Safety centre to Culture and Improvement
	Make the best use of information and digital technology	4.2	Deliver year 1 of the Digital Strategy	Dave Selwyn	Demonstration and Q&A sessions have been held with two EPR suppliers, with good Trust engagement. Evaluation from these will inform decision making on preferred supplier. Business case is in progress. Confirmation has been received that Attend Anywhere will be funded nationally for another year. Participation in the national N365 Microsoft Office contract has been confirmed.	The demos and evaluation of each EPR supplier are supporting the Trust's decision making process for which EPR system to adopt. Attend Anywhere supports video consultations and therefore remote patient access to services. The use of N365 will enable smarter ways of working across all staff groups.
	Use research, innovation and improvement for the benefit of our communities	4.3	Support each division to develop their own research plan	Dave Selwyn	This was delayed due to Covid, but work has resumed and a meeting is now planned with Clinical Chairs and Medical Managers	Divisional ownership of research plans will lead to wider engagement, more colleague involvement in research and ultimately an increase in both studies and uptake.
5. To achieve better value	Become financially sustainable	5.1	Refresh the financial strategy, with an architecture to achieve recurrent improvements	Paul Robinson	Initial forecasting work undertaken at M3 and refreshed each month following receipt of Phase 3 financial regime. Full strategy refresh to take place following receipt of 21/22 planning guidance. This is expected to be during Q3.	Understanding the path to financial sustainability and the plans and actions required to deliver.
	Work with our partners across Nottinghamshire to deliver efficiencies	5.2	Work with partners to identify opportunities for collaboration, including setting up a staff bank across organisations within our ICS	Clare Teeney	The Trust has worked in partnership with local social care providers in Nottinghamshire and introduced a collaborative bank offer. SFH has committed to supporting social care to assist with emerging challenges presented from a second surge of COVID-19 and across Winter 2020. This is being developed further, to establish how a collaborative bank can be provided from Sherwood to partners across the ICP. Formal buddy relationship between Sherwood and Nottinghamshire Health Care agreed.	Placement of over 400hrs of SFH bank resource that has supported care homes across Nottinghamshire.
	Maximise the use of all our resources	5.3	Hold a healthcare sustainability launch event, supporting the development of our Green Plan	Robin Smith	Low Carbon Europe appointed to support the development of the Green Plan by March 2021. Climate Action Workshop held, securing engagement and generating ideas. Sustainability Manager Job Description has been agreed, subject to banding. An application is being submitted for Low Carbon Skills Funds to secure funding for an energy advisor, who will support our application for funding from the Public Sector Decarbonisation Scheme.	Measurement of carbon impact of organisation changes has started e.g. measuring trends in emissions resulting from outpatient appointments and trends in business mileage claims as a result of remote working.