

Making a Difference

The next chapter 2022-27



Deliver the best clinical outcomes



Provide patient centred services



Employ caring and cared for staff



Spend public money wisely



Create a sustainable organisation



Deliver excellent research, education & innovation



Foreword

Sheffield Teaching Hospitals NHS Foundation Trust is an organisation with a proud history of providing hospital, community and specialised services for the population of Sheffield, South Yorkshire and across the country. We do this each day through every one of the 18,500 staff that contribute either directly or indirectly to our core purpose of providing high quality care. As Chief Executive, it is a privilege to know that our patients are overwhelmingly positive about the care they receive as are the staff that work for the organisation.

Making a Difference has been the foundation for the organisation's corporate strategy for almost a decade. Throughout this time, we have consulted with patients, staff and other stakeholders to build our priorities around it, have reflected the prevailing NHS priorities and in so doing helped guide the success of the organisation. We have achieved much through the dedication of our staff, strived to continually improve and learn, innovate through our research and make investments to improve the quality and safety of services for our patients.

But despite this long history, the time since February 2020 when COVID-19 first arrived in our services has genuinely been like no other time we have delivered healthcare to our patients. The response by Team STH and the support of our patients, partners and population has been extraordinary in dealing with the NHS's most profound challenge of its history to date.

As well as that response, it also means that the context in which we have developed our new corporate strategy is unique. That context is dominated by the continuation of the global COVID-19 pandemic and the need for us to recover our services and change the way we work. In addition, the NHS is going through some considerable structural changes that mean we need to approach what we do and who we do it with, very differently.

Alongside these major strategic drivers, we have also seen growing evidence of the climate emergency we face, culminating in the COP26 conference. We also know that the NHS is an important contributor to carbon emissions from the travel we do, the energy we consume and the goods and service we purchase. We need to acknowledge and act upon the important part we can play in our collective response to this crisis.

Our CQC ratings are one of a number of important indicators of how well the organisation is led, how we use our resources and the quality of the care provided. The Trust has a strong record in compliance against the indicators. During the pandemic in October and November 2021, the CQC carried out a review of some of the services we provide. Their report was published in April 2022 and disappointingly our overall assessment changed to 'Requires Improvement.' We have taken these findings extremely seriously and have wasted no time in making the improvements that we need to. At the time of publishing this strategy, we have a well-developed and outcomes-focused action plan to respond specifically to CQC's findings and we are implementing and monitoring this closely. A substantial focus of the early stage of this strategy's implementation will be about us completing this work and recovering from the impact the pandemic has had on our services and waiting times. Ensuring our patients get high quality, timely care will continue to be our top priority.

I am confident that as we do this together through Making a Difference - the next chapter, we will ensure we continue to thrive and will result in tangible benefits for those we serve.

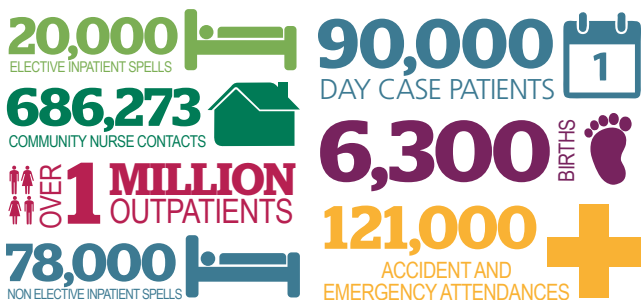


Kirsten Major
Chief Executive

Who we are

Sheffield Teaching Hospitals NHS Foundation Trust is one of the UK's biggest providers of integrated hospital and community-based healthcare providing a comprehensive range of local and tertiary services to the residents of Sheffield, South Yorkshire, Mid Yorkshire and North Derbyshire and also some highly specialist services to all parts of England. We have a history of delivering high quality care, training and developing high calibre multidisciplinary health professionals, clinical excellence and innovation in medical research.

We deliver over 2 million patient contacts every year through our 18,500 staff that includes:



Integrated Community Services

As an integrated provider of healthcare services, STH delivers a comprehensive range of adult community and primary healthcare services across the city and within local community hubs to make accessing services more convenient to patients.

The Northern General Hospital

The Northern General Hospital is the home of the city's adult Accident and Emergency Department, which is also one of three Major Trauma Centres for the Yorkshire and Humber region. A number of specialist medical and surgical services are also located at the Northern General Hospital including cardiac, orthopaedics, burns, plastic surgery, spinal injuries and renal.

Royal Hallamshire Hospital

The Royal Hallamshire Hospital has a dedicated regional Neurosciences department including an Intensive Care Unit for patients with head injuries, neurological conditions such as stroke and for patients who have undergone neurosurgery. It also has a large Tropical Medicine and Infectious Disease Unit as well as a specialist Haematology Centre and other medical and surgical services.

Charles Clifford Dental Services

A large dental teaching hospital linked to the University of Sheffield's School of Clinical Dentistry and providing specialist dental services for Sheffield and the surrounding areas. Community & special care dentistry provides dental care in various community settings for patients who do not receive their dental treatment in local dental practices.

Jessop Wing

A purpose-built maternity unit that provides a comprehensive range of tertiary maternity services. The Jessop Wing also provides neonatal intensive care and special care facilities for sick and premature babies born in Sheffield and those transferred from other units in the region. It is also home to the Jessop Assisted Conception unit.

Weston Park Cancer Centre

One of only four dedicated cancer hospitals in the country, Weston Park Cancer Centre includes a successful radiotherapy department serving South Yorkshire & Bassetlaw, North Nottinghamshire and North Derbyshire. It is equipped to support the 6,000 new cases of cancer diagnosed annually in this region, providing outpatient and inpatient care including provision of Chemotherapy and Radiotherapy treatments for patients from across the region.

Networked Services

We are a major tertiary centre for South Yorkshire, Bassetlaw and North Derbyshire and beyond including, Major Trauma, Neurosciences, Stereotactic Radiosurgery, Oncology, Cardiothoracic Surgery, Vascular Surgery and Radiology, Spinal Injuries, Burns, Robotic Surgery, Sarcoma, Ocular Oncology, Hepatitis C, and Plastic Surgery. Complementing the services we provide on our physical estate, we also provide many services across the broader geography in order that a resilient network of secondary and tertiary services can be delivered as locally as possible for patients.

A fifth of our consultants also work in partnership in local hospitals in particular Barnsley, Chesterfield, Doncaster, Rotherham and Sheffield Children's. Regional networked services include:

- Systemic Anti-Cancer Treatments including chemotherapy and outpatient clinics co-ordinated via Weston Park Cancer Centre
- Neurology
- Cardiology with concentration of Primary Percutaneous Coronary Intervention (PCI), electrophysiology and other complex conditions at the Northern General Hospital and a second complex devices centre based at Rotherham
- On call arrangements for Oral, Maxillofacial Surgery; Ear, Nose and Throat and Ophthalmology services
- Renal dialysis

The people we serve

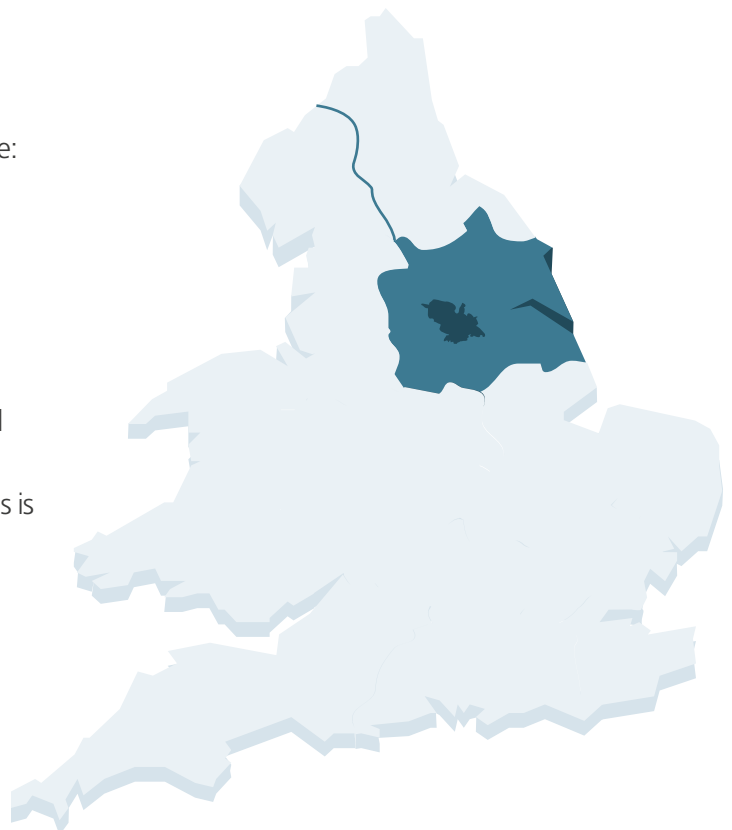
The organisation serves over 1.5 million people across the whole of South Yorkshire and Bassetlaw and within this is Sheffield, with a population of almost 600,000. Across the region the health of the population has a particular set of related variables, which include:

- People in South Yorkshire and Bassetlaw die younger, they live fewer years in good health and the greatest contributors to the gap in life expectancy are cancer, cardiovascular disease and respiratory disease.
 - In men, we have too many deaths in early adulthood from suicide, drug related death and violence.
 - Alzheimer's disease is now the commonest individual disease-causing death in women and fourth commonest in men.
 - More people in SYB reported having a long-term disability than the national average and many people are living with multiple long-term conditions.
 - People living in the most deprived areas experience the onset of multi-morbidity 10-15 years earlier than those in the most affluent areas.
 - We have high levels of the common causes of disability and death, including high rates of smoking, obesity, physical inactivity and hospital admissions due to alcohol.
 - Many people are socially isolated and more people report having a mental illness in SYB than nationally.
 - People with severe mental illness in SYB are 3.5 to 4 times more likely to die under the age of 75 than the general population and people with a learning disability have worse physical and mental health.
- Estimated levels of physically active adults (aged 19+) are better than the England average. The rates of hip fractures in older people (aged 65+) and new sexually transmitted infections are better than the England average.
 - Smoking in pregnancy rates is worse than the England average. Levels of breastfeeding are better than the England average.
 - The rates of statutory homelessness, violent crime (hospital admissions for violence) and under 75 mortality rate from cardiovascular diseases are worse than the England average.
 - Preventable mortality is higher than English average relating to factors that include smoking, hypertension, obesity, inactivity, poor diet, & alcohol consumption.
 - The main causes of illness are cardiovascular disease, cancer, mental ill health, musculoskeletal, neurological & respiratory conditions. Main causes of death: cancer, cardiovascular, neurological & respiratory disease.

Being aware of these data is one consideration but actively working to prevent and improve these population health challenges with our partners is of major importance. Being proactive and supporting services to use data to promote and prevent ill health are increasingly important to everything we do.

Specifically for Sheffield, the health determinants include:

- Being one of the 20% most deprived authorities in England and 23.2% (23,095) of children live in low-income families.
- Life expectancy for both men and women is lower than the England average and is 9.3 years lower for men and 8.8 years lower for women in the most deprived areas of Sheffield than in the least deprived areas.
- The rate for alcohol-related harm hospital admissions is worse than the average for England. This represents 3,816 admissions per year.
- The rate for self-harm hospital admissions is better than the average for England. This represents 1,010 admissions per year.





The strategic context

The events of 2020 and 2021 fundamentally changed how our organisation served patients and will leave a lasting legacy with all staff that work across our services, resulting in the need to adopt different approaches in how we work together and across health and social care. Our patients are now experiencing a lengthened time to access care and treatment in both primary and secondary care settings and will do for some time. All our efforts will therefore need to focus on building our services back up to be stronger than ever to support patients. We can only do this in two ways; by having a workforce that have been able to recover, feel supported and where the significant shortfalls in staffing have been addressed; and by building on our work with our partners in ways that we have done during the pandemic where traditional boundaries were overcome and a collective intent and desire to move ahead was achieved.

Prior to the global pandemic, demand for NHS services was increasing rapidly as a result of a growing and aging population that requires increasingly complex care. This has exacerbated longstanding pressures facing the NHS and to meet these challenges, the health and care system is transforming. A major part of this is the Health and Care Bill, which was introduced to parliament in July 2021, which signalled the establishment of Integrated Care Systems (ICSs) that aim to bring together NHS

organisations with local authorities and wider system partners to collectively plan to meet population needs, deliver better integrated care and tackle health inequalities. ICSs have been placed on a statutory footing from April 2022 and will see the introduction of a statutory Integrated Care Board.

An important aspect of the establishment of the ICS is the development of Provider Collaboratives with other trusts in one or more ICSs; Place Based Partnerships that involve the NHS, councils, voluntary organisations, local residents and services users, working together to design and deliver integrated services in a specific, geographical area; and working with Primary Care Networks through integrated multi-disciplinary teams that provide service across primary and secondary care.

The Sheffield Health and Care Partnership has continued to develop from the early work of the Accountable Care Partnership. Our Chief Executive is the Accountable Officer for the Partnership for which a health and care vision has been developed for 2030 that focuses on integration of care across services within the city, the need to reduce and remove inequalities and to ensure we involve those people and communities that use the services we collectively provide.

The NHS Long Term Plan published in January 2019 still forms an important part of our key commitments that include:

- A focus on a number of clinical priorities, chosen for their impact on the population's health and where outcomes often lag behind those of other similar advanced health systems. These priorities include cancer, cardiovascular disease, maternity and neonatal health, mental health, stroke, diabetes and respiratory care.
- Significant investment and transformation in out of hospital care including primary and community care supported by the development of primary care networks – groups of neighbouring practices typically covering 30–50,000 people joining together. Fifteen networks are now established in Sheffield.
- A package of measures aimed at reducing pressures on A&E departments. However, unlike some previous NHS strategies, the Long Term Plan does not assume that moves to strengthen primary and community care will reduce demand for inpatient hospital care. Instead, it signals that hospital bed numbers and commensurate staffing numbers will grow broadly in line with trends over the past three years.
- More integrated, place-based care; recognition of the challenges facing the NHS workforce and plan to alleviate them.
- A pledge to use technology to fundamentally redesign outpatient services over five years. The aim is to avert up to a third of face-to-face consultations. Similarly, significant investment in digital solutions to transform primary care.
- Changes to the payment system to support a shift away from activity-based payments to population-based payments.
- Supporting delivery of integrated care and incentivising system-based working to improve population health. More flexibility locally to agree financially neutral changes to control totals for individual organisations within their systems and earned financial autonomy, to be assessed on the basis of their financial and operational performance.



The South Yorkshire Mayoral Combined Authority (SYMCA) is a formal partnership of councils that shapes policy and leads on decision-making. Formed in 2014, the constituent members of the Mayoral Combined Authority are Sheffield, Rotherham, Barnsley and Doncaster councils. The councils of Bassetlaw, Chesterfield, North East Derbyshire, Derbyshire Dales and Bolsover are 'non-constituent' members. The SYMCA is supported in decision-making by four Thematic Boards: Business Recovery and Growth, Education, Skills and Employability, Transport and the Environment and Housing and Infrastructure. The SYMCA has an approved 20-year Strategic Economic Plan and more recently a Renewal Action Plan, which sets out the intentions to drive the region's recovery from COVID and transform South Yorkshire's economy and society for people, businesses and places.



Where are we now?

We take pride in providing high quality, efficient and affordable care and have in place a robust performance management framework that supports Clinical Directorates to achieve this. We have worked tirelessly to deliver the most and best possible healthcare to as many patients as we could have and to achieve all constitutional standards, but this has been very difficult. Our urgent care performance continues to be a challenge despite the joint work with the local authority to reduce the number of patients that reside unnecessarily in a bed and internal patient flow improvement work. We work hard to perform well on our referral to treatment performance and many of the cancer standards but these remain challenging.

The Trust's success is inherently linked to our consistent financial performance. Without sound financial stewardship the Trust would not have been able to respond as it has to the changes in funding at the same time as increased demands on providing healthcare. The NHS financial framework has been disrupted recently and it is important that as we look to the future, we influence the new approaches to the financial and contracting arrangements to ensure we safeguard our services. Achieving efficiency savings without affecting the quality of services is a continual challenge and we will increasingly need to look to new ways of working and doing so much more with our partners, through the use of technology and through innovation.

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We are a major employer for the city of Sheffield and in 2017 developed a People Strategy to underpin our Corporate Strategy that sets out our intent to create a brilliant, personal place to work by attracting, developing and engaging all staff and volunteers. There has been good progress over the last few years which has seen the introduction of new roles to support clinicians in providing care, a comprehensive health and wellbeing offer to staff and the establishment of an Equality, Diversity and Inclusion Board. In 2021, we published our Equality and Diversity Strategy that provides the objectives and targets that we have set for the next 4 years in relation to all of the groups protected within the Equality Act 2010. As an organisation and for the individuals within it, we need to ensure that the priorities within our Corporate Strategy maximise the opportunity to deliver these objectives. This is because our staff, patients and visitors are important to us and as an organisation, we are committed to strengthening our links with the community we serve. We see this as vital to ensuring that we support inclusive working to support high quality accessible patient-centred care

As a major teaching hospital with considerable links to local universities and industry, we are in a privileged position to be able to deliver great education and training and research in health, care and innovative technologies. We have an effective research delivery infrastructure across the Trust that has helped to maintain the volume of patients recruited to National Institute for Health Research (NIHR) research studies. We continue to be one of the NIHR Yorkshire and Humber Clinical Research Networks top 10 NHS organisations for recruitment volumes and actively seek to increase the involvement of patients in all parts of the research process. Our assessment of the Trust's innovation capacity and capability has allowed us to progress some activities, but we recognise that more is needed to maximise the opportunities that innovation could bring to our clinicians in the care and treatment they provide to patients.

As a Trust we monitor the impact of our activities on the environment and through the delivery of our Estates Strategy we continue to invest in major infrastructure schemes, which reduce energy consumption and emissions as well as improve the environment for patients and our people. Schemes such as the introduction of a modern low temperature hot water system, the installation of LED lighting across all areas of the Trust and the revised electricity contract



that includes supply from renewable sources are all examples. We have been in a position to be able to maintain, develop and expand the buildings across our sites giving patients and staff the best possible environment to be cared for and provide care in. We have an ongoing plan for the refurbishment of our infrastructure, which includes wards, departments and public areas.

Over recent years, we have built a more resilient digital infrastructure to support the provision of clinical and operational services. Our systems are more up to date and better equipped to withstand security breaches. We have successfully completed organisational wide projects to change our email accounts and update software. Yet there continues to be a wealth of demands on technology to not only keep this pace but to bring about new ways of working. Having clinical systems that enable the most efficient and safe care to be provided is a major project for us as we look to the future. The procurement of a new multi-million pound Electronic Patient Record System to be implemented by 2024 will sit at the heart of our ongoing digital transformation.

We have learnt about how to successfully integrate and transform services across the community and acute interface over many years. We have also learnt how to provide services locally at scale across a broad geography in partnership with other local Trusts. We can see that further opportunities exist in order to build a resilient network of health and social care for the people we serve.

Where do we want to be?

We know that we can and do make a difference, and we therefore have to decide and be clear about what kind of difference we want to make. Our core purpose as an NHS Foundation Trust remains and we will continue to provide a comprehensive health service available to all irrespective of gender, race, disability, age, sexual orientation, religion, belief, gender reassignment, pregnancy and maternity or marital or civil partnership status.

We intend to replicate our successful integration work with our partners moving with pace within Sheffield and across South Yorkshire and Bassetlaw. This provides the Trust and partners with the opportunity to move forward with a single shared plan that has not been available in such a way before. Our patients continue to tell us that our services are of high quality but we know that at times our services could be improved. A key area of work will be to further integrate our care delivery with other services both within and outside our own organisation. We will achieve by building on the strength of our clinical leaders, forging even closer collaborations between our internal directorates and with our partners.

As a major provider of local employment, we have the potential to leverage our considerable strengths to reshape Sheffield, South Yorkshire and Bassetlaw Integrated Care System and empower our local communities to build a more equitable, inclusive, and thriving local economy as a firm foundation for healthier lives. We are in a strong position to influence the social and environmental factors that impact on the health of our population beyond the direct care we deliver. To do this, our services need to be planned, financed and delivered in ways that enable them to be sustainable in the long term not only to meet the needs of today's population but to meet the needs of future generations.

Being sustainable is not only about having a strong financial basis, although this is critical to our success. It is about minimising any adverse impacts on society and on the natural environment, which could jeopardise the ability of future generations to meet their health and social care needs. We wish therefore to play a substantially greater role in prevention of ill health, developing, recruiting and retaining an engaged workforce and in reducing the environmental impact of the services that we provide. This will require us to transform our service delivery model to ensure it is sustainable and agile to the changing needs of the people we serve.

With a strong track record of excellence in research, innovation and education, we wish to continue to forge strong partnerships both locally and nationally with schools, universities, and industry. We wish to maintain our position at the cutting edge of research and innovation, working to the limits of science, but build on this in order to ensure we create a research literate and curious culture embedded this at the heart of everything we do to deliver the best quality care.

We remain committed to providing the most effective yet fair use of the finite resources available to us. The impact of austerity measures on health and social care provision over the past 10 years and the likely continuation of these constraints for the foreseeable future means that we must become even more efficient and productive. Equally we will need to generate monies to continue to invest in our estates, facilities and people.

We need to be aware of the economic and social impact that we have on the area that we serve and how our actions and behaviours contribute to the health and wellbeing of the population over and above providing access to healthcare. As an anchor institution, we need to demonstrate how we can positively influence the wider social determinants of health, such as climate, education, employment, the economy and lifestyle. These complex issues require collective action both internally and externally, working in partnership to deliver a clear place-based strategy, aligning discrete interventions so that we are greater than the sum of our parts.



Our strategic framework

Vision

To be recognised as a brilliant place to work, a provider of inclusive and high-quality health care, clinical research and education in the UK and a strong contributor to the aspiration of Sheffield to be a vibrant, healthy and sustainable city region.

Mission

We are here to improve health and wellbeing, to support people to keep mentally and physically well, to get better when they are ill and when they cannot fully recover, to stay as well as they can to the end of their lives. We aim to work at the limits of science – bringing the highest levels of human knowledge and skill to save lives and improve health. We touch lives at times of basic human need when our care and compassion are what matter most to people.

Strategic Aims



Deliver the best clinical outcomes



Provide patient centred services



Employ caring and cared for staff



Spend public money wisely



Create a sustainable organisation



Deliver excellent research, education & innovation

Our Values

Patient first - Ensure that the people we serve are at the heart of all that we do

Respectful - Be kind, respectful, fair and value diversity

Ownership - Celebrate our successes, learn continuously and ensure we improve

Unity - Work in partnership with others

Deliver - Be efficient, effective and accountable for our actions

Our strategic priorities

To deliver our new strategy, we have developed a number of strategic priorities that are radically different in the face of recovering from COVID and how different the world has become.

Deliver the best clinical outcomes

- Seek continuous improvement and innovation in the quality of the services we deliver
- Set goals and objectives to achieve standards that we, our partners and users of the service believe to be important and go beyond regulatory performance
- Identify opportunities that reduce and remove the variation in how services are delivered to bring greater efficiency and improved patient experience
- Progress a programme of activities including implementing QUEST within inpatient areas, to community services, out-patient areas, maternity services and theatres
- Develop our quality improvement methodology further through our Microsystem Coaching Academy, Flow Coaching Academy and initiatives such as Give it a Go



Provide patient centred services

- Recover all our services and focus all our efforts on delivering the greatest level of high-quality care to patients at the earliest opportunity
- Deliver the right care and treatment that prevents people's health deteriorating
- Improve patient flow, reduce lengths of stay in hospital and reduce all unnecessary visits to hospital
- Where clinically appropriate offer both timely discharge and alternative consultations or provide care locally to where patients live
- Ensure respect, dignity, kindness and compassion remain at the core of how our patients and our people are treated
- Through our Equality, Diversity and Inclusion Strategy ensure there is visible leadership, where we all lead by example and embed a zero-tolerance approach to any form of discrimination
- Give patients and their carers more control over their care, crucially through access to information, joint care planning and ease of access to healthcare advice
- Develop care plans around people's lives and work with different health and social care providers so that care from a patient's perspective avoids delays, confusion or repetition

Employ caring and cared for staff

- Focus on how we look after our current staff as they recover and our future staff to ensure we continue to be a great place to work and meet their health and wellbeing needs
- Develop and strengthen the work we do to bring our PROUD behaviours alive
- Ensure there is sufficient staff, build the right skills through ongoing education and development to ensure that every interaction by every member of staff throughout the Trust is caring, compassionate and responsive to the needs of patients, their families and their colleagues
- Develop new roles as well as seeking opportunities for our people to work across organisational boundaries
- Change the composition of our staff to ensure roles and responsibilities can deliver new care models in the future that maximise every individual's contribution to patient care

Spend public money wisely

- Deliver all services as effectively as possible by examining them systematically to ensure they are efficient and make the best use of the available resources
- Resolve any service line financial imbalance through new ways of working with partners, alternative service delivery or changing the cost base of the service
- Identify further opportunities to expand the strength and breadth of the support services the organisation provides, to bring efficiency opportunities and resilience to us and many of our partners
- Strive to invest in our environment and facilities, increasing the utilisation of clinical space, improving the physical environment and continued consolidation of non-clinical estate at our core locations

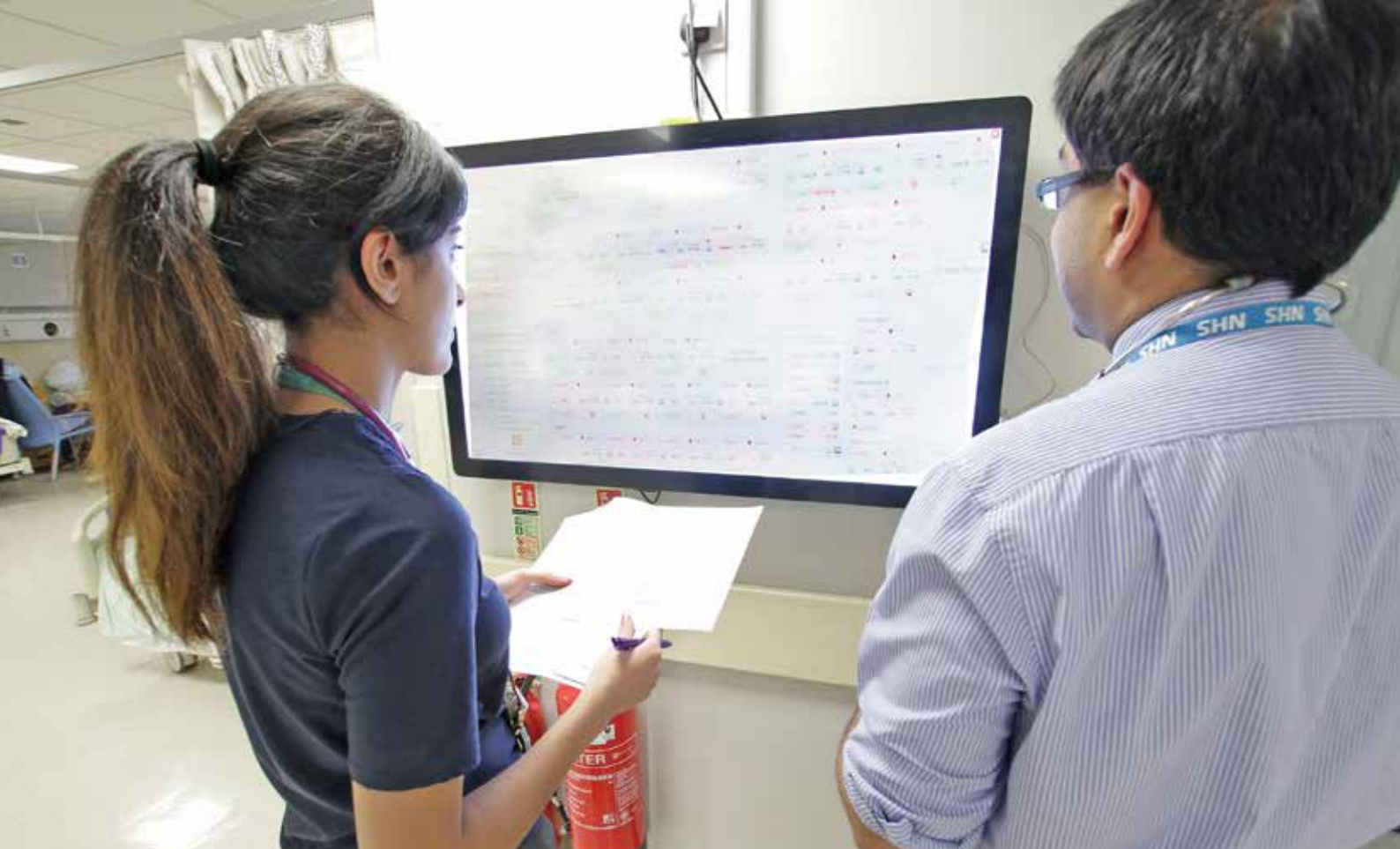
Create a sustainable organisation

- Drive our ambition for a greener NHS by developing a Sustainability Plan that contains a wide range of carbon reduction initiatives and broader sustainability goals
- Ensure a deep engagement process across the organisation and with our partners to embed net zero principles to streamline service delivery and supporting functions
- Deliver social value through our patient and stakeholder contacts enhancing our role and impact on the community by thinking and working beyond the boundaries of the services we provide
- Strengthen our relationship with schools to encourage children and young people to work in healthcare and support the best start in life through health promotion and prevention
- Strengthen our work within neighbourhoods, focus on reducing health inequalities within them and with the voluntary sector provide more holistic and patient centred care
- Through collaboration and active leadership, play a more prominent role in the transformation of health and social care services locally and regionally and influence at a national level health policy and transformation
- Improve the resilience of our organisation and our partners by exploring opportunities to increase the scale and breadth of our services and developing further networked services

Deliver excellent research, education and innovation

- Agree key research and innovation priorities and align our priorities in a more coordinated way with local health and social care providers, our universities and industry to improve population health
- Encourage a curious and research literate culture where the value of research and innovation is embedded in our core business and decision making
- Increase the quality, quantity and impact of the research carried out by all healthcare professional disciplines to improve patient outcomes
- Explore opportunities that arise to increase the research and innovation output of the North of England, including developing strategic partnerships at a regional and national level
- Develop the capacity of our clinical services to utilise the innovations that will come from the rapid development of Genomic Medicine
- Strengthen existing relationships and pursue partnerships with industry to ensure that we remain at the cutting edge of innovation and development
- Build strong and enduring partnerships in relation to education and training to ensure that we build a strong and resilient workforce for the future
- Transform our digital and IT infrastructure to keep pace with demands of modern healthcare delivery and drive sustained improvements that support the integration of services across different organisations
- Develop the digital maturity of our clinical informatics systems, work with partner organisations to ensure seamless and safe exchange of clinical information
- Seek to apply digital innovations in areas such as artificial intelligence, remote monitoring and clinical decision support





With our new Corporate Strategy comes the need to ensure that we refresh our core underpinning strategies over the next year. These include our People, Quality, Research & Innovation, Technology and Estate strategies. In response to the context in which we operate, we will be developing these as we commit to maximising the opportunity for the Trust to recover as quickly as possible and to do so having reviewed how services can best be provided by working in partnership.

An additional plan will also be developed in parallel on Sustainability that will set out how the organisation aims to maximise every opportunity to contribute to a greener NHS. This will be the basis on which we will ensure that our new strategic aim adds both depth and clarity to our objectives for the coming years.

Each of our devolved clinical and corporate directorates will need to revisit their strategic plans for the next five years. As part of this there will be a focus on:

- Improving clinical quality and outcomes for patients – keeping patients safe in our care, ensuring services are clinically effective, achieving improved outcomes and paying particular attention to the experience of patients in our care.
- Delivering financially viable and sustainable services – providing services that are resilient and integrated, which offer value for money and are provided through innovative means.
- Building collaborative approaches – directorates within the Trust, other providers, GPs, Social Services, and stakeholders will be working together to design and deliver services that benefit patients and the public.
- Robust workforce planning - that recognises multidisciplinary and multiprofessional working is essential to enabling all our services to be provided with efficiency and to a high quality and, critically, a workforce that is equal, diverse and inclusive.
- Aligning research, innovation, teaching, training and staff – attracting, retaining and developing a skilled, flexible, professional workforce that places the patient at the centre of decisions about their care.
- Contributing to our new commitment to being a sustainable organisation – through the priorities of developing net zero principles across our workforce, clinical services, digital transformation, travel and transport, our buildings, the use of medicines and procurement.



PROUD TO MAKE A DIFFERENCE

SHEFFIELD TEACHING HOSPITALS NHS FOUNDATION TRUST

