



Our Plan and priorities for 2024-25

This briefing describes our priorities for 2024-25 and the key actions we will take over the year.

The full plan for 2024-25 will be available publicly following the May Board of Directors meeting and will be shared with Governors directly

Council of Governors - April 2024

What has shaped our priorities for 2024-25

- ✓ Our review of the progress we have made this year and getting clear on what still needs attention, and what is ready to move onto the next stage of improvement.
- ✓ Engagement with Governors and a range of key stakeholder groups across SHSC, which has shaped and help confirm the development of our priorities.
- ✓ Engagement and joint development work with our partners across Sheffield and South Yorkshire.
- ✓ The national picture regarding priorities for the NHS.
- ✓ The challenging financial situation for SHSC and the NHS.

▶ Setting the scene: our vision, values & aims

▶ Our vision

Improve the mental, physical and social wellbeing of the people in our communities.



▶ Our values

-  Working together for service users
-  Respect and kindness
-  Everyone counts
-  Commitment to quality
-  Improving lives

▶ Our aims

- Deliver outstanding care
- Create a great place to work
- Effective use of resources
- Ensure our services are inclusive





Proud to care in Sheffield



Sheffield Health
and Social Care
NHS Foundation Trust

Our vision

To improve the mental, physical and social wellbeing of the people in our communities

Our strategic aims

Deliver outstanding care
Effective use of resources
Create a great place to work
Ensure our services are inclusive

Clinical and Social Care Strategy

Trauma-informed - Person-centred -
Strengths-based - Evidence-led

Our enabling strategies

Quality - Service User Engagement and Experience - Digital -
Research, Innovation and Effectiveness - People - Freedom to Speak Up
-Carers and Young Carers - Finance - Estates - Sustainability and Green Plan

Our values



Working together
for service users



Respect and
kindness



Everyone
counts



Commitment
to quality



Improving
lives

Our priorities for 2024-25

- Deliver therapeutic environments
- Transform our community mental health and learning disability services
- Improve access to crisis care
- Improve access so people wait less and wait well
- Deliver our quality and safety objectives

- Live our values, improving experience and wellbeing
- Improve staff engagement and involvement

- Implement RIO safely and begin to bring benefits to the way we work
- Deliver our financial plan and efficiency programme by ensuring we deliver best value with every pound we spend

- Deliver our patient and carer race equality framework
- Work in partnership to address health inequalities
- Deliver our equality objectives

Our strategic aims

Deliver outstanding care



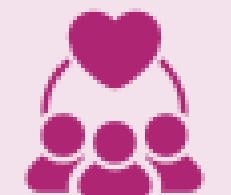
Create a great place to work



Effective use of resources



Ensure our services are inclusive



Our approach to delivering our priorities

- We will ensure the care we deliver is trauma-informed, strengths-based, person-centred, and evidence-led
- We will deliver change through coproduction and quality improvement approaches
- We will focus on equality, inclusion and addressing health inequalities in all we do
- We will deliver our Green Plan commitments

Deliver outstanding care: priorities



Priority	Lead	Delivery actions
Deliver therapeutic environments	Neil Robertson	Refurbish Maple Ward
		Agree our plans to improve the environment for our older adult wards
		Plans developed and way forward agreed for new facilities
Transform our community mental health and learning disability services	Helen Crimlisk	Primary Care Mental Health Teams implemented for all Sheffield PCNs
		Learning disability service plan implemented and embedded
	Neil Robertson	Develop our plans for our older adult community mental health services
Improve access to crisis care	Neil Robertson	Launch the new Mental Health 111 response
		Deliver effective urgent and crisis care services and pathways ensuring the right alternatives to hospital admission are in place
		Minimise delayed hospital care and reduce lengths of stay
		Eliminate Out of Area placements by 2024/25

Deliver outstanding care: priorities (cont'd)



Priority	Lead	Delivery actions
Improve access so people wait less, and wait well	Neil Robertson	Quality Improvement Collaborative supporting improvements across 10 services focussed on reducing waiting and 'waiting well'
Deliver our quality and safety objectives	Salli Midgley	Sexual safety – Understanding and Improving sexual safety for service users, particularly in inpatient areas
		Neurodiversity - Ensuring individual needs are identified and person-centred care is delivered for service users
		Dementia – Developing an organisational approach to person centred Dementia care
		Developing a range of tools that support patient level reporting to improve understanding of patient experience
Inpatient Culture of Care Improvement Programme	Salli Midgley	Inpatient Culture of Care Improvement Programme enabling improvements across acute inpatient services

Create a great place to work: priorities



Priority	Lead	Delivery actions
Live our values, improving staff engagement and involvement	Caroline Parry	Launch our Values into Behaviours programme to create a shared understanding of how we live our values day to day
		Strengthen involvement across SHSC through refreshed communication and engagement approach
Improve the experience and wellbeing of our staff	Caroline Parry	Deliver our workforce equality objectives to achieve equality and inclusion for our staff
		Develop our workforce plan so that all our services have the right staff in place to work well and deliver the care they need to deliver
		Improve the wellbeing of staff with a clear focus on preventing ill-health including the impact of discrimination and abuse

Effective use of resources: priorities



Priority	Lead	Delivery actions
Implement RIO safely and bring benefits to the way we work	Phillip Easthope	RIO implemented safely and ensure we are clear about our plans to optimise the benefits from the new system
Deliver our financial plan and efficiency programme	Phillip Easthope	Deliver a deficit of £4.4 million and our cost improvement plan of £8.3 million, supported by clear recovery plans in key areas
		Develop our ways of working to deliver our financial plan through our values and focus on ensuring the best use of every pound spent

Ensure inclusive services: priorities



Priority	Lead	Delivery actions
Develop our Patient and Carer Race Equality Framework	Salli Midgley	Develop and coproduce our full implementation plan for our Patient Carer Race Equality Framework
Work in partnership to address health inequalities	James Drury	Work with our partners across Sheffield Place, the South Yorkshire MHLDDA Provider Collaborative and Integrated Care System to improve and transform services and reduce health inequalities

Ensure inclusive services: priorities



Priority	Lead	Delivery actions
Deliver our equality objectives	Neil Robertson	Improve Service User information (data) on Disability, Sexual Orientation, Ethnicity, The Accessible Information Standard, Reasonable Adjustments, and Interpreting.
	Caroline Parry	Increase the number of Ethnically Diverse Staff in Agenda for Change Pay Bands 8a upward in Clinical areas of SHSC.
	Caroline Parry	Improve our Knowledge, Understanding and Attitude in the areas of: Neurodiversity, Reasonable Adjustments, Cultural Humility, Allyship, Microaggression
	Caroline Parry	Improve the experience of Disabled staff and increase access to Reasonable Adjustments
	TBC	Improve the experience of LGBTQ+ staff and service users (Achieve Gold Level Rainbow Badge Phase II or similar programme)
	Caroline Parry	Achieve Gold Level in our aim to be an Anti-Racist organisation (Accreditation Under The North-West Assembly Anti-racist Framework)



Implementation

For each delivery action there will be clear implementation plans that.

- ✓ **Confirm the governance arrangements:** who is leading the work, what Group is responsible for delivery, which Board Committee does it report to.
- ✓ **Ensures the right coproduction and engagement:** providing assurance that we are taking the right approach with each plan.
- ✓ **Confirms the specific goal:** defining the intended outcomes, benefits and the improvement we want to see delivered.
- ✓ **Understanding the impact:** confirming baseline data and what information we will use to help us determine if the goal has been achieved
- ✓ **Support:** ensuring those leading the change are supported by the right expertise and skills.