Our priorities for 2024-25: Review with Council of Governors

The purpose of this briefing is to support discussion with the Council of Governors regarding

- Our priorities for 2024-25, including

- Our proposed quality and safety objectives

- Our proposed equality objectives

Version: 15 February 2024

What has shaped our proposed priorities

- ✓ 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 with real term cuts in core funding, high rates of inflation and operational pressures.

Setting the scene

▶ 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

Our priorities

Our strategic aims

- 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

→ **Deliver outstanding care**

- Live our values, improving experience and wellbeing
- Improv~~ing~~ staff engagement and involvement

improve

→ **Create a great place to work**

- 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**

→ **Effective use of resources**

Deliver our

- Patient and carer race equality framework
- Work in partnership to address health inequalities

Deliver our equality objectives `NEW`

→ **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

Changes in emphasis marked in Red to help track what is new Proposed new priorities identified.

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	NEW
		Plans developed and way forward agreed for new facilities	
Transform our community mental health and learning disability services	Mike Hunter	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	NEW
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	NEW
		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**	**NEW**
		Neurodiversity - Ensuring individual needs are identified and person-centred care is delivered for service users	**NEW**
		Dementia – Developing an organisational approach to person centred Dementia care	**NEW**
		Developing a range of tools that support patient level reporting to improve understanding of patient experience	**NEW**
Inpatient Culture of Care Improvement Programme	**Salli Midgley**	**Inpatient Culture of Care Improvement Programme enabling improvements across acute inpatient services**	**NEW**

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**	**NEW**
		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	**NEW**
		Improve the wellbeing of staff with a clear focus on preventing ill-health including the impact of discrimination and abuse	**NEW**

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 over (TBC), 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 £TBC million and our cost improvement plan of £TBC 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 NEW

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 MHLDA 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 NEW **Note: the delivery actions described reflect the high-level focus for the next 2-4 year period.** **We will define expected milestones about where we expect to be each year.** **For example, we may aim to achieve Bronze level in 2024-25**	**TBC following Board review**	**Improve Recording Of Service User Demographic Data In Key Areas of: Disability Sexual orientation Ethnicity Accessible Information Standard Reasonable adjustments Recording Interpreting.**
	TBC following Board review	**Improve The Clinical Disparity Ratio For Ethnically Diverse Staff in Agenda for Change Pay Bands.**
	TBC following Board review	**Improve Knowledge And Understanding and attitude to In Key Areas of: Neurodiversity, Reasonable Adjustments, Cultural Humility, Allyship, Microaggression.**
	TBC following Board review	**Improve the experience of Disabled staff with a particular focus on receipt of Reasonable Adjustments.**
	TBC following Board review	**Achieve Gold Level Rainbow Badge Phase II.**
	TBC following Board review	**Achieve Gold Level Accreditation Under The North -West Assembly Anti-racist Framework.**

Discussion and next steps

Discussion

✓ Do Governors feel that the updated priorities reflect the right areas for our attention as we continue to move forward.

✓ Are there areas of critical importance, from the Governors perspective, that isn't reflected in the proposed priorities.

Next steps

✓ Review with the Board and then final plans ready for approval in March 2024

✓ Finalising the set of implementation plans to support delivery and progress.

✓ Getting clear on the baseline position and how we will measure improvements and outcomes.