

Board of Directors Meeting in Public - Cover Sheet

Subject:	Chief Executive's report	Date: 4 th January 2024
Prepared By:	Rich Brown, Head of Communication	
Approved By:	Paul Robinson, Chief Executive	
Presented By:	Paul Robinson, Chief Executive	
Purpose		
An update regarding some of the most noteworthy events and items over the past month from the Chief Executive's perspective.		Approval
		Assurance
		Update
		Consider
Strategic Objectives		
Provide outstanding care in the best place at the right time	Improve health and well-being within our communities	Empower and support our people to be the best they can be
To continuously learn and improve	Sustainable use of resources and estate	Work collaboratively with partners in the community
Y	Y	Y
Y	Y	Y
Principal Risk		
PR1	Significant deterioration in standards of safety and care	
PR2	Demand that overwhelms capacity	
PR3	Critical shortage of workforce capacity and capability	
PR4	Failure to achieve the Trust's financial strategy	
PR5	Inability to initiate and implement evidence-based Improvement and innovation	
PR6	Working more closely with local health and care partners does not fully deliver the required benefits	
PR7	Major disruptive incident	
PR8	Failure to deliver sustainable reductions in the Trust's impact on climate change	
Committees/groups where this item has been presented before		
Not applicable		
Acronyms		
BAF = Board Assurance Framework BMA = British Medical Association GP = General Practice HSC = Health Scrutiny Committee ICB = Integrated Care Board MNPBP = Mid Nottinghamshire Place-Based Partnership SDEC = Same Day Emergency Care UK = United Kingdom UTC = Urgent Treatment Centre		
Executive Summary		
An update regarding some of the most noteworthy events and items over the past month from the Chief Executive's perspective.		

Operational updates

Overview of operational activity

Seasonal pressures continued to build throughout November and December, with the average daily number of attendances in our Emergency Department high and the average number of daily ambulance arrivals at the highest level since the summer of 2022.

Non-elective admission demand is among the highest levels we have seen over the past two years, meaning that our urgent and emergency care pathway remains under sustained pressure as the mismatch between patient demand and hospital capacity leads to patients waiting longer than we would wish for admission – a position seen at many acute trusts across the country right now.

These demand pressures mask improvements we have seen in terms of higher numbers of supported discharges and lower numbers of long stay patients.

December was also one of the most challenging months of the year, which led to the Trust enacting its full capacity protocol on several occasions alongside the delivery of escalation actions.

Despite the urgent and emergency care challenges, we continue to deliver a strong Same Day Emergency Care (SDEC) offer that continues to exceed the national target with a new direct access model in place.

We also continue to benchmark well in terms of our ability to handover patients from our ambulance crews in a timely manner releasing the crews to serve our local population.

The early signs following the introduction of a new patient streaming model in our Emergency Department in mid-November are that this new approach is supporting further improvements to our ambulance handover position.

Our planned care activity was at the highest levels of the year in November across our outpatient, day case and inpatient services. The reprieve in periods of industrial action late in 2023 meant that we have been able to mitigate the impact on patients as far as possible, allowing us to reduce our waiting lists slightly.

We have plans in place to reduce the number of long-waiting patients by the end of the financial year as we focus on recovery plans for our more fragile services.

Within our Cancer services, we have some challenges in terms of the number of patients waiting longer than 62 days for treatment compared with earlier in the year due to the continued impact of industrial action.

We also continue our strong delivery of the national 28-day faster diagnostic standard.

A more comprehensive update on our operational performance is due to be presented at the February 2024 Trust Board, where we are due to reflect on Q3 2023/24 performance.

Industrial action updates

In December, we were disappointed to learn that the lack of progress in the British Medical Association's (BMAs) talks with government has resulted in more periods of industrial action from our junior doctor colleagues being announced.

Trust preparations have been ongoing since the time of that announcement and, at the time of writing, the Trust is in the midst of the first round of that industrial action.

The first period of industrial action is due to take place over three days from 7am on Wednesday 20th December until 7am on Saturday 23rd December 2023.

The second period of industrial action is due to take place over six days from 7am on Wednesday 3rd January until 7am on Tuesday 9th January 2024.

Before the December period of industrial action began, the toll of industrial action during 2023 has already resulted in the Trust needing to postpone 6,348 appointments, procedures and operations to enable us to prioritise safe urgent and emergency care during each period of industrial action.

The resulting reduced elective activity levels have contributed to our growing waiting lists, including for those patients who are waiting the longest for the treatment they need. It should also be noted that these figures do not account for appointments that were not booked on dates when we had already received advance notice of industrial action taking place on those days. The true impact of industrial action on elective activity will there be higher than recorded data suggests.

At the time of writing to the end of November, the financial cost of this year's industrial action to Sherwood Forest Hospitals stands at over £5.4million, with £1.4million spent to cover lost shifts and £4million in lost income opportunities. To date, the Trust has received £3.4million of national funding to mitigate the impact of this.

We continue to hope for a more lasting resolution being found to this national issue that is causing real pain locally for our Trust colleagues and patients alike.

Partnership updates

Meetings with Newark and Sherwood District Council

Newark and Sherwood District Council visited King's Mill Hospital during December as part of our quarterly partnership meetings.

During the meeting, it was agreed to bring together the three local authorities into the Trust in February to explore solutions to the problems we face as an organisation, such as housing and health challenges that delay the timely discharge of patients to home.

Meetings with Ashfield District Council

The Trust's Chief Executive, Chair and Director of Strategy and Partnerships, David Ainsworth, met with representatives from Ashfield District Council during December to introduce the Council's new Executive Director for Place.

A 'memorandum of understanding' is being developed with the Council that will include some annual priorities for the two organisations to sign up. Board will be appraised on the progress.

Mid Nottinghamshire Place-Based Partnerships (MNPBP) update

The Mid Nottinghamshire Place-Based Partnerships Executive met during December to review place plans and the group's progress.

Progress was reported against all workstreams and the group recognised that longer-term initiatives around prevention will become increasingly challenging as financial constraints begin to be felt in the short-term.

Other Trust updates

A 'thank you' to our Vaccination Centre team

After opening its doors on the first day of the nation's vaccination programme in December 2020, last month saw the final COVID vaccine delivered at the Trust's Vaccination Hub at King's Mill Hospital.

An incredible 1.6million+ individual doses of the lifesaving COVID-19 vaccination were delivered at King's Mill Hospital by Sherwood Forest Hospitals since the programme began – accounting for half of all vaccines delivered in Nottingham and Nottinghamshire during that time.

As the country's vaccine programme has slowed, the time has now come for the Centre to close its doors. As it does so, I want to express my thanks to each and every member of the vaccination team for their incredible efforts during that time.

Their professionalism, teamwork and innovation shone through every step of the way, with everyone from frontline healthcare workers administering vaccines, the operational and pharmacy teams coordinating distribution, the administrative staff keeping the programme on track and the volunteers providing support all having a vital role to play.

Everyone in the country's NHS is immensely proud of what they have achieved together and the positive impact they continue to make on the health and wellbeing of our local communities.

We are privileged to have had such an outstanding team and we wish them all well as this proud chapter of our Trust's history comes to a close.

Update on the NHS Nottingham and Nottinghamshire Integrated Care Board's (ICB) review of the overnight opening hours of Newark Hospital's Urgent Treatment Centre (UTC)

In 2023, the NHS Nottingham and Nottinghamshire Integrated Care Board (ICB) led a number of public engagement events to discuss the best permanent opening hours for the UTC, enabling local people to feedback via an online survey that was available on the ICB website and promoted at a number of public engagement events.

The UTC, which is run by Sherwood Forest Hospitals NHS Foundation Trust, provides urgent care and non-life-threatening treatment for injuries or conditions, such as cuts, simple broken bones, wounds, minor burns and minor head, eye and back injuries.

The UTC is currently open for 13 hours a day between 9am to 10pm, slightly exceeding the national minimum standard of 12 hours per day. Those opening hours were put in place in March 2020 as a temporary measure to address ongoing staffing issues made worse by the COVID-19 pandemic.

Prior to the pandemic, the UTC was often closed overnight at short notice due to lack of staff availability. Typically, when the UTC was open overnight, it would treat, on average, one patient per hour, in contrast to between 4-6 patients per hour during the daytime.

As a Trust, we remain committed to working alongside our Integrated Care Board colleagues to provide a safe, sustainable urgent treatment centre at Newark Hospital, operating at least 12 hours per day, in line with the specification for urgent treatment centres across England.

As part of that engagement period, we worked alongside ICB and NHS England colleagues to host a 'clinical senate' to give credibility to these discussions around the longer-term opening hours of the facility. The senate saw a collective set of independent clinical advisors receive a presentation about the proposals, as well as allowing the independent experts to visit and talk to several Newark Hospital colleagues about their experiences.

The outcomes of the listening exercise and Clinical Senate review – along with the process followed by the Options Appraisal Panel – were considered by the Nottinghamshire County Council Health Scrutiny Committee (HSC) at its meeting on Tuesday 12th December 2023.

Options for the future opening hours of the Centre are now being worked up and will be discussed by the Nottingham and Nottinghamshire Integrated Care Board (ICB) through relevant governance routes in due course at a date still to be confirmed.

Thirlwall Inquiry update following formal request for information

In December, I updated the Board that NHS England has given Sherwood Forest Hospitals advance notice of the Thirlwall Inquiry beginning its work.

The Inquiry was announced following the trial of Lucy Letby, who was sentenced to life imprisonment and a whole-life order on each of seven counts of murder and seven counts of attempted murder.

That trial, which concluded on 21st August 2023, considered offences that took place at the Countess of Chester Hospital, part of the Countess of Chester Hospital NHS Foundation Trust. The Thirlwall Public Inquiry published its terms of reference in October and is now starting its work.

Since my update to Board in December, the Trust has now received the letter formally requesting evidence and we are now coordinating our response.

Green partnership improves public transport for hospital users



During December, I was pleased to join representatives from Nottinghamshire County Council and Stagecoach to celebrate the introduction of two new bus stops to the grounds of King's Mill Hospital that will allow patients, visitors and staff to be dropped off closer to the main entrance of the hospital.

The introduction of the bus stops is thanks to a partnership between Sherwood Forest Hospitals NHS Foundation Trust, Nottinghamshire County Council and Stagecoach East Midlands.

Stagecoach East Midlands has operated the high frequency number 1 bus service along Sutton Road and past King's Mill Hospital for many years.

Previously, passengers would have to board and get off on Sutton Road outside the hospital grounds then walk the 200metres to the hospital main entrance. Now, bus users attending hospital for work, appointments or to visit friends and relatives will be dropped off on hospital grounds close to the main entrance.

Thanks to funding from the Bus Service Improvement Plan (BSIP), Nottinghamshire County Council has upgraded the traffic light signals at the two entry and exit points at King's Mill Hospital to give local bus services priority.

Buses communicate their position and punctuality of service to the urban traffic control centre, which will then trigger specific traffic lights to green to reduce delays and keep buses running on time.

Nottinghamshire County Council has provided two high quality bus shelters with lighting and integrated real time information displays, which provide live next bus information along with disruption and general travel information. The bus stops are also fully accessible with seating for up to six passengers plus space for wheelchair users.

The bus stops have been made possible thanks to a combination of funds from Sherwood Forest Hospitals Trust and the County Council's Green Investment Fund.

To complement the zero carbon ambitions of the Trust, the Council ensured that the displays are 100% solar powered with battery storage and are powered 24/7 all year round.

The Trust's green plan sets out its plans for sustainable development and long-term carbon dioxide emission reductions, with the overall aim to reach net zero carbon emissions by 2040.

We are delighted that we can offer this service to give bus users' easier access to our hospital. It will really benefit those who are less able to walk and take away anxiety around missing appointments.

It's also great news for colleagues at the Trust and means that they can finish their shift without the added stress of having to run to make their bus home.

I would like to formally extend my thanks to both Stagecoach East Midlands and Nottinghamshire County Council, who have been instrumental in making this change happen.

I am pleased that the new facilities meet our plans to become a net zero Trust.

The number 1 service has been running for nearly 30 years and it takes customers from Huthwaite to Mansfield Woodhouse every ten minutes, seven days a week.

Stagecoach East Midlands have seen a 50% increase in passengers using the number 1 service to travel to hospital since the new bus stops were introduced.

Praise for Trust's support for internationally-educated NHS colleagues

Sherwood has been recognised for the high-quality pastoral care given to its internationally-educated nurses and midwives.

The Trust has been awarded the NHS Pastoral Care Quality Award for the support it provides to its colleagues throughout the recruitment process and during their employment.

England's Chief Nursing Officer Dame Ruth May and Chief Midwifery Officer Kate Brintworth presented the certificate of achievement to members of the Nursing team on a recent visit to King's Mill Hospital.

The Pastoral Care Quality Award was launched in March 2022 by the Nursing International Recruitment Programme, which supports NHS Trusts in providing pastoral care.

Providing wellbeing to colleagues and ensuring they are properly supported is of high priority to the Trust, especially when it comes to internationally recruited colleagues as they often move on their own to a new country and organisation that they are not familiar with.

The Trust ensures that International Midwives and Nurses are supported from the moment the recruitment process begins and before they arrive at the Trust.

Colleagues are provided with details of what they need to know about life in the UK such as housing and registering with local GPs and banks. The package ensures they have all the necessary information before beginning life in the UK.

The pastoral care for international Nurses and Midwives continues throughout their whole time at Sherwood. Once they have arrived, they have a bespoke induction to ensure they have the right tools and information to support them through their career and life in the UK. The Trust has been recruiting international colleagues for more than four years and has more than 200 international Nurses and two international midwives.

The Trust recently employed two new Pastoral Care nurses, Shintel Sibanda and Ruby Grace-Manalo, to help with ensuring international colleagues are supported. This includes health and wellbeing support and working with the Faith Centre to ensure they have a safe place to practice religion and all religious events are recognised.

The role of the Pastoral Care Support workers also ensures that colleagues' professional development is also supported. Colleagues are actively encouraged and supported to make sure they can progress in their career. Colleagues are sponsored through leadership programmes and work together on reverse mentorship. There are currently 19 international Nurses and one international Midwife taking the Florence Nightingale Leadership Programme.

As a Trust, we are incredibly proud that the Trust has been awarded this and that we are being recognised for the work we do.

The wellbeing of all our colleagues is a huge priority for us and it is important to recognise that not only have our internationally-educated colleagues started a new role in such a big organisation but they have also moved to a new country and we understand just how daunting this can be.

We always try to ensure they have everything they need whilst with us, including ensuring they continue to develop and flourish in their roles. This is a testament to the work our colleagues do, especially our Pastoral Care Support leads.



Congratulations to our nurses who successfully completed their preceptorship programme and first year with us here at Sherwood Forest Hospitals



The one-year preceptorship is an in-depth programme of learning and competency-based training, including an introduction to leadership and becoming proficient in relevant clinical skills, that all newly qualified nurses are required to undertake.

The preceptorship programme allows newly-qualified nurses a structured start and enables them to integrate into their new team and place of work. It helps them to use their knowledge in everyday practice and grow personally as well as professionally.

The scheme also helps the Trust in understanding the challenges our newly-qualified nurses face.

This latest cohort of newly-qualified nurses were the first to complete the year-long programme since its extension from 22 weeks to a year in September 2022.

The pictures show nurses Lidia Vijayan, Amanda Franks, Jedi Lamo and Vani Thomas, who were invited to a celebration event where they were presented with certificates from our Chief Nurse, Phil Bolton, and our Director of Nursing, Shantell Miles.

I wish a huge congratulations to them all.



Trust risk ratings reviewed

The Board Assurance Framework (BAF) risks for which the Risk Committee is the lead committee have been scrutinised by the Trust's Risk Committee. The Committee has confirmed that there are no changes to the risk scores affecting the following areas:

- Principal Risk 6: Working more closely with local health and care partners does not fully deliver the required benefits
- Principal Risk 7: A major disruptive incident

The Trust's Partnerships and Communities Committee has become the Lead Committee for PR6, but will not receive the BAF report until its February 2024 meeting due to the meetings schedule. Risk Committee maintains oversight of PR6 until this time.

The full and updated Board Assurance Framework (BAF) is due to be presented at our next public meeting of the Trust's Board of Directors in February 2024.