

Board of Directors Meeting in Public - Cover Sheet

Subject:	Chief Executive's Report	Date: 3 December 2020		
Prepared By:	Robin Smith, Head of Communications			
Approved By:	Lorna Branton, Director of Communications, Richard Mitchell, Chief Executive			
Presented By:	Richard Mitchell, Chief Executive			
Purpose				
To update on key events and information from the last month			Approval	
			Assurance	X
			Update	
			Consider	
Strategic Objectives				
To provide outstanding care	To promote and support health and wellbeing	To maximise the potential of our workforce	To continuously learn and improve	To achieve better value
X	X	X	X	X
Overall Level of Assurance				
	Significant	Sufficient	Limited	None
			X	
Risks/Issues				
Financial				
Patient Impact				
Staff Impact				
Services				
Reputational				
Committees/groups where this item has been presented before				
N/a				
Executive Summary				
<p>An update regarding some of the most noteworthy events and items over the past month from the Chief Executive's perspective:</p> <ul style="list-style-type: none"> • Overall update • ICS Board Summary Briefing 				

Chief Executive Report – December 2020

Covid-19

The situation with Covid-19 continues to evolve quickly and we will provide an up-to-date verbal briefing in the meeting however there are some things we can provide more information on now.

Since the last Board update you will be aware that along with the rest of the country we entered into a second period of national Covid-19 restrictions in response to increasing infection rates and hospital admissions across the country. This period is due to come to an end on Wednesday 2 December, and it has been announced that Nottingham and Nottinghamshire will be in Tier Three from Thursday 3 December. I know the lockdown is adding extra strain to people's lives, but the restrictions are a vital measure to help us fight Covid-19.

We continue to experience high numbers of Covid-19 patients, with more overall than at the peak of wave one, but comparisons are imprecise. Positive news is that fewer patients are passing away and we have been able to safely reduce the length of stay for patients however our hospitals are busy.

We continue to maintain services as much as possible and are protecting emergency care and cancer care in particular. The NHS remains open for anyone who needs us. We ask patients to use our services sensibly, but we are open for your care, as are local GPs and other services.

On Wednesday of last week we held the fourth of our public broadcasts on Covid-19 and winter, where we were joined by Jane Laughton, Chief Executive of Healthwatch Nottingham and Nottinghamshire. The sessions enable us to communicate directly with patients and the community and to listen to their feedback and answer questions. [You can watch a recording of the session here.](#)

For those who are unable to join the sessions, we have also begun issuing weekly updates for the community which can be read here.

[Update one](#)

[Update two](#)

[Update three](#)

[Update four](#)

I am acutely aware colleagues across our organisation are working under huge pressure, and have done so for a prolonged period of time. We regularly discuss this in leadership meetings and are striving to make sure that we are supporting our colleagues, and that individuals know how they can access support.

I know some colleagues struggle at times to take breaks and to make sure they are eating and drinking properly during shifts. Led by Julie Hogg our Chief Nurse, and Dave Selwyn Medical Director we are making sure we are supporting colleagues by making it practically and culturally as easy as possible for them to eat, drink and take appropriate breaks. We have a range of wellbeing support available to colleagues and regularly communicate about how to access it.

Overall I believe that we are taking the right decisions for colleagues and patients, and that we are performing well in challenging circumstances. I am hugely proud of everyone in Sherwood and our partner organisations.

As described last month, we continue to use three key areas of focus for winter at Sherwood which we believe will contribute to a successful winter:

- Safe patient care
- Looking after each other and ourselves
- Being proud.

Thank you again to colleagues and patients for supporting us by making the changes we need so that can offer safe care at this time.

COVID-19 - staff vaccination

You may have read in the news that the NHS is making plans to roll out Covid-19 vaccines shortly and I want to update you with the information we have at the time of writing.

It is looking likely that hospitals will be the first organisations to receive stocks of the vaccine and we are making plans to run voluntary vaccination sessions in line with instructions from NHS England.

All of the potential vaccines require two doses spaced apart and each has a required time lag between receiving the flu vaccine and receiving the Covid-19 vaccine. We continue to encourage any colleague or eligible member of the public who has yet to have the flu vaccine to arrange to receive one as soon as possible.

We anticipate that health and care colleagues will be amongst the first groups eligible to be vaccinated and will keep you updated as we receive further information.

Flu vaccination

We have performed very strongly with more than 80% of Sherwood colleagues having taken the decision to protect themselves, colleagues, patients and their families by having the annual flu vaccination (as of Wednesday 25 November). This is the highest rate in the Midlands. Huge thanks go to the Occupational Health team, our peer vaccinators and to everyone so far that has chosen to protect themselves.

Other updates

Sherwood Forest Hospitals in the shortlist for best NHS Trust for the second year running

I am delighted that Sherwood has made a shortlist of four organisations for the “Acute or Specialist Trust of the Year” at the 2020 Health Service Journal (HSJ) Awards. This is the second consecutive year we have made the shortlist in the ultimate recognition for healthcare providers. We have also been shortlisted in the Staff Engagement category and as a partner organisation in the Connected Notts shortlisting in the Digitising Patient Services Initiative category.

We very much look forward to presenting our achievements to the HSJ judges virtually and taking the opportunity to celebrate the things we are most proud of.

A local GP emailed me last week and said it was quite an achievement that in 2020 Sherwood has made the HSJ shortlist two years in a row, King’s Mill Hospital has been rated Outstanding by the CQC and Sherwood was rated Best Acute Trust in the Midlands in the staff engagement survey for the second consecutive year. I believe we would all agree with their view.

Staff Excellence Awards winners announced

Twenty amazing colleagues, volunteers and teams were recognised for the outstanding care and service they have delivered to patients, at our annual Staff Excellence Awards on Friday 6 November. The online awards recognised the difference people have made in what has been a strange and sometimes difficult year.

Individuals and teams were recognised in special Covid-19 categories that reflect the hard work during the pandemic, as well as 16 other categories, including the Chair’s Award of Excellence. The full list of winners is [published on our website here](#).

Events like these always make me incredibly proud, but this has been an extraordinary year and I am pleased we have been able to take some time to celebrate the outstanding work of so many. Although the awards were a little different this year and we could not come together in our usual way, I hope all colleagues who were recognised still had a fantastic evening and feel proud. I know I am certainly proud of what we have all achieved together this year. Our huge congratulations go out to all winners and runners-up and thanks to our sponsors; Sherwood Forest Hospitals Charity, Central Nottinghamshire Hospitals plc, Medirest, Perfect Ward and Vivup, whose support made the event possible and at no cost to the Trust.

Staff Survey

The annual NHS staff survey closed Friday 27 November, and I would like to thank all colleagues who have taken the time to have their say on life as a colleague at Sherwood, especially at a time when we are all so busy. The staff survey gives us very valuable information that then helps the Trust work with colleagues to improve the experience of working at our Trust. We have had a positive response rate in comparison to other Trusts. As of Friday 20 November 2,633 (more than 52% of all colleagues) have taken the time to complete the survey and I hope more colleagues will have completed the survey in the final seven days.

Lorna Branton joins Sherwood as Director of Communications

We were pleased to welcome Lorna Branton to Sherwood as Director of Communications on Monday 16 November. Lorna has joined us from NHS Digital where she was Head of Media and Campaigns. Lorna is committed to helping the Trust to work openly and in partnership with colleagues across the Trust, partner organisations and patients and families, so that the services and care we offer best meet the needs of our patients and their families. She is also here to support colleagues by ensuring that they have the information they need to be able to do their jobs well and feel a sense of pride and belonging in the organisation. Lorna is also lead communications for the mid-Notts Integrated Care Partnership.

I know you will join me in welcoming Lorna to Sherwood.

Next Month at Sherwood

Our focus will inevitably remain on delivering safe patient care and looking after the wellbeing of colleagues as we manage winter and Covid-19. We will ensure we will continue to work to the principles of:

- Safe patient care
- Looking after each other and ourselves
- Being proud.



ICS Board Summary Briefing – November 2020

Please find below the Nottingham and Nottinghamshire Integrated Care System (ICS) update following the ICS Board on 12th November. Please ensure this is cascaded to Governing Boards/Bodies, Management Teams and other key stakeholders and teams across your respective organisations. Minutes from the ICS Board meetings held earlier in the year are always published on the system's website – <https://healthandcarenotts.co.uk/about-us/ics-board/>

Introduction

The Vice-Chair of the ICS, Jon Towler, welcomed the Board to a shortened public meeting due to the resurgence of Covid-19 across the county.

Jon also welcomed a number of citizens and staff from across the system to the virtual Board meeting, streamed live on YouTube – reminding colleagues that the meeting was always held in public and all the papers for the meeting are available at <https://healthandcarenotts.co.uk/about-us/ics-board/>. Patients, citizens and staff from organisations across the system are always welcome to the Board to hear the discussions.

Covid-19 Pandemic Situation Update

Dr Andy Haynes, ICS Executive Lead, summarised the current position of the pandemic response and the impact on health and care services. The position continues to evolve but based on that data reported at the Board, there were 456 beds occupied by Covid-19+ patients (at 3rd November), which represents 50% more people with Covid-19 in our hospitals than at the start of April in the peak of the first wave. There were 56 deaths in hospitals our area in the seven days to 4th November – for comparison, the whole of July and August saw just two deaths. Detailed weekly updates using the publically available information on the impact on health and care services can be found each Friday on the CCG's website here: <https://nottscg.nhs.uk/news/>.

Dr Haynes also highlighted the lessons learnt across the system from the first wave of the pandemic. These include the fact that we know more about the disease, there are improved treatments and outcomes for patients, the Local Resilience Forum cell structure is agile and responsive and health and care organisations have supported each other in times of pressure.

Various Board members highlighted the following elements of the ongoing response;

- The valuable contribution of health and care staff across the patch and thanks to them for their resilience.
- A welcome focus in this second wave on maintaining the availability and quality of services not related to the Covid-19 response.

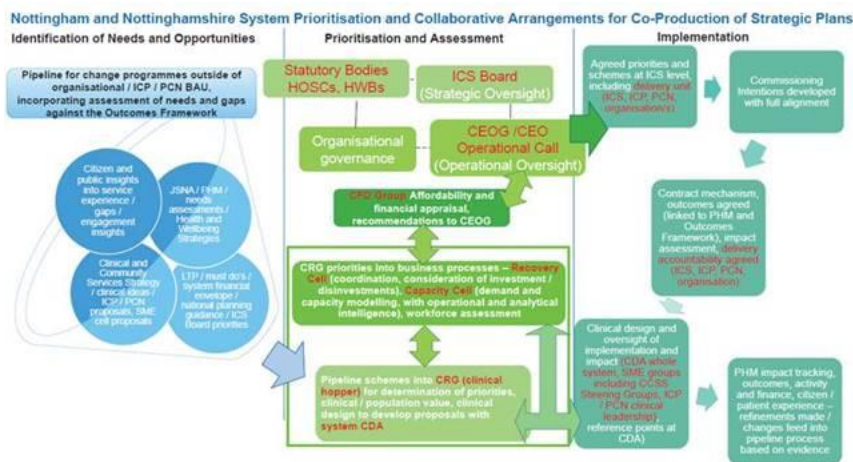
- A strengthening of the system approach to the pandemic response including working even more closely between NHS and Local Authority teams.

The Board agreed to write to staff across the system to thank them for their efforts over the last few months and as we go into Winter.

Commissioning Intentions

Amanda Sullivan, Accountable Officer for Nottingham and Nottinghamshire CCG, updated the Board on the proposed future approach to Commissioning of services in the context of the establishment of the CCG as the system's Strategic Commissioner. Commissioning is the process of planning, buying and monitoring services. The local approach and priorities reflects the national NHS strategy and our local ICS strategy. In 2020, the traditional commissioning process has not been required as all resources have been controlled centrally by the NHS due to the pandemic. Moving forward into 2021/22, it is anticipated that there will be more local flexibility but given the way that the system has been working more collaboratively during and because of the pandemic response (as noted above) a different approach is proposed.

Amanda therefore outlined a more collaborative approach to priority setting and strategic planning, drawing on resources and approaches from all across the system. This new approach is represented in this diagram, which can be found at full size in the papers, following the link above.



In summary, the new approach;

- Ensures that citizen / patient involvement underpins all stages
- Retains and respects all statutory requirements of organisations as currently described within ICS partnership arrangements
- Includes all statutory bodies in the prioritisation and design processes, with a no surprise approach as schemes progress to sign off
- Builds on agreed system principles, which are equitable and demonstrate clinical and cost effectiveness
- Mandates that quality and safety of care underpin decisions at all stages
- Addresses inequalities as a priority within each scheme
- Incorporates prevention into the planning and prioritisation processes

- Prioritises overall System benefit over organisational interests, with parties agreeing approaches to manage organisational impacts
- Delivers on National must-do's and planning guidance
- Works on a multi-year basis, with implementation priorities spread over a period of time
- Confirm that tactical in-year resource decisions to manage in-year pressures would be discussed through the Capacity Cell and Recovery cell to maintain integrity between tactical and strategic decision making and a system approach to in-year problem solving.

Board discussed and agreed the new approach, noting that this approach would want to include the possibility of joint commissioning of services and also emphasising the importance of focussing on inequalities.

The next ICS Board meeting is scheduled for 10th December.

David Pearson,
Independent Chair, Nottingham and Nottinghamshire ICS

Dr Andy Haynes,
Executive Lead, Nottingham and Nottinghamshire ICS