

Board of Directors Meeting in Public - Cover Sheet

Subject:	Chief Executive's Report	Date: 1 April 2021		
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"> • HSJ Trust of the Year • NHS Staff Survey • Covid-19 • Overall update • Appendix – ICS Board report 				

Chief Executive Report – April 2020

I would like to start this update by sharing some exciting news for Sherwood and then confirming a change to our Board leadership.

Trust of the Year

I am delighted that Sherwood was named Acute or Specialist Trust of the Year in the Health Service Journal National Awards 2020 on Wednesday 17 March. We were also shortlisted in the Staff Engagement and the Digitising Patient Services Initiative categories.

The HSJ awards are the most coveted accolade in UK healthcare and Trust of the Year is arguably the most prestigious category within these awards. To win this in a year when Covid has placed unprecedented pressure on us, the NHS and the world, felt particularly special.

This is a huge accolade for the Sherwood team. The award belongs to every colleague past and present at King's Mill, Mansfield and Newark Hospitals, those working at home over the last year or in our partner organisations. This includes Sherwood colleagues employed by Skanska, Medirest, Costa and WHSmiths, and our outstanding volunteers. We are also grateful for the support from our partners in the Mid-Nottinghamshire Integrated Care Partnership, and the Nottingham and Nottinghamshire Integrated Care System.

We presented to the judges a couple of weeks ago the three reasons why we should win:

1. The wellbeing of all colleagues is at the centre of our decision making
2. Our community response to Covid
3. We are the most improved NHS Trust in the last five years.

I am so pleased the judges found our story compelling and I would particularly like to recognise Julian Kinsey, a patient known to many at Sherwood, who was one of the presenters.

Previous winners of the Trust of the Year in recent years are:

- St Helens and Knowsley Teaching Hospitals Trust 2019 (Acute, Community and Primary Care Trust/ CQC outstanding)
- Northamptonshire Healthcare FT 2018 (Community and Mental Health Trust/ CQC outstanding)
- Northumberland, Tyne and Wear FT 2017 (Community and Mental Health Trust/ CQC outstanding)
- East London Foundation Trust 2016 (Community and Mental Health Trust/ CQC outstanding).

These trusts all have the same four characteristics; they look after their colleagues, they provide safe care to patients, they make a difference for their communities and they all kicked on after receiving the award and became a better place to work and receive care. We are now focussed on making sure we deliver on the fourth point.

I would like to personally thank all of our colleagues for what they have done to help achieve this. It is

remarkable for us to be recognised nationally as the Trust of the Year, and I hope that all colleagues feel as proud as I do. Real change does not happen overnight. This award is because of the efforts of so many over the last ten years and beyond, but anything is possible if you look after the people around you.

John MacDonald and Claire Ward

One of the many people who have been a key part of our improvement journey is our Chair, John Macdonald. John has recently announced that he will be taking up a one year secondment to be Chair at University Hospitals of Leicester. John has been a kind, supportive and sensible ally over the past four years and we will miss his support, insight and leadership. We are lucky to have a strong and talented Board at Sherwood and equally I am excited that our current Vice-Chair, Claire Ward, will be acting as interim Chair during John's secondment. Claire has been part of Sherwood Forest since 2013 and has been instrumental in our development during that time. Claire knows the Trust and its people well and she will be an excellent Chair.

National Annual Staff Survey results

We have also received very positive news last month in relation to our annual staff survey results. Sherwood was rated as the third best hospital trust in the NHS Staff Survey results for 2020 (we were 18th in 2019). We are in the Acute/ Acute and Community Trust category and there are 128 trusts in total. For the third consecutive year we are also the best in the Midlands. This is a fantastic achievement.

Other highlights included:

- Sherwood was rated the second best Acute/ Acute and Community Trust in the NHS for morale
- We were third best in the NHS for quality of care , and
- We were fourth best in the NHS for team work.

Two specific questions I was also pleased about were:

- We were best in the NHS (again, please remember this is out of 128 trusts) for 'We are given feedback about changes made in response to reported errors, near misses and incidents'
- We were third best in the NHS for 'I would recommend my organisation as a place to work'.

As Roger Kline wrote in his BMJ article "Leadership in the NHS" this month; "how staff are treated significantly influences care provision and organisational performance so understanding how leaders can help ensure staff are cared for, valued, supported and respected is important."

I recognise the last year has been incredibly challenging and it is particularly inspiring that there are lots of areas where we have seen a significant improvement, despite the challenges of Covid. This is a great achievement and is down to the hard work and willingness of colleagues to care for each other and our patients – thank you. We can also see there are areas where we want to improve and we are committed to continuing to work on these areas as a priority, in conjunction with colleagues across Sherwood.

The survey was open in October and November 2020 and 61% of colleagues responded. This was one of the

highest response rates for an NHS Acute Trust, and the highest in the Midlands. You can see the findings more in depth [here](#).

Covid-19

As usual we will provide more detail on Covid verbally and in other agenda items, however there are some things we can provide more information on now. The number of Covid inpatients and admissions has continuing to reduce throughout March. At the time of writing we have fewer than 40 Covid positive inpatients, whereas we peaked at around 220 in January. This reduction reflects the reducing rates in our communities, and is very welcome news. We will of course be continuing to care for Covid patients, but also addressing the growing lists of patients that need our care for other reasons. It is vital for us to balance the needs of patients against protecting colleagues that are exhausted from the last 12 months of continual pressure.

We continue to work closely with our community partners and at King's Mill Hospital we are still delivering both first and second doses of the Covid-19 vaccination in line with the Joint Committee on Vaccination and Immunisation guidance.

Within the last month we also marked both the one year anniversary of the first Covid positive patient at Sherwood (14 March) and of the initial national lockdown (23 March). We held remembrance services across all three of our sites for the first of these, and observed a minute's silence as part of the second.

I fervently hope that we continue to see infection rates move in the right direction, and will continue to follow the gradual opening up of national restrictions with interest.

We have updated our compassionate visiting policy within the last month to take into account the reducing rates of infection and to enable limited visitors for inpatients who have been with us more than seven days. We will continue to strike a balance on visiting, led by our Chief Nurse.

On Wednesday 31 March we held the latest of our public broadcasts on Covid-19. The sessions enable us to communicate directly with patients and the community and to listen to their feedback and answer questions. A link to the session has been shared through our usual channels.

For those who are unable to join the sessions, we have also continued to issue regular updates for the community which can be read here.

[Update 15](#)

[Update 16](#)

Other updates

Appointment of Shirley Higginbotham as joint Director of Corporate Affairs

Last month we confirmed the appointment of Shirley Higginbotham as a joint Director of Corporate Affairs for Sherwood Forest Hospitals and Nottinghamshire Healthcare NHS Foundation Trusts.

Shirley has been working as Director of Corporate Affairs at Sherwood Forest Hospitals since 2016 and has been temporarily working across both Trusts since October 2020. This has worked well and we are delighted that Shirley has accepted a substantive role across both Trusts.

Shirley's role will be to lead all aspects of both organisations' Corporate Governance systems. Her aim is to reduce bureaucracy, supporting well-informed and timely, risk-based decision making.

I am pleased we have another joint executive role across the two organisations. Clare Teeney, Director of People, has done an excellent job working with the teams at Notts Healthcare and Sherwood since September 2019 and it is positive news that Shirley Higginbotham is now substantively the joint Director of Corporate Affairs across both trusts. Closer working will improve patient care and the experience of colleagues and we will continue to explore appropriate opportunities for the two trusts to work together.

First NHS Rainbow pedestrian crossing in Nottinghamshire opens at Sherwood

I was really pleased to see our new rainbow pedestrian crossing unveiled last month – the first such crossing on a Nottinghamshire NHS Trust site. The crossing was opened in support and in recognition of the LGBT+ (Lesbian, Gay, Bisexual, Transgender and all other identities) community.

The crossing follows on from the Trust's LGBT+ History campaign in February, which saw the launch of an ally scheme and commitment, colleague blogs and a rainbow flag placed outside King's Mill Hospital.

A 2018 Stonewall report on LGBT+ healthcare in Britain found that LGBT+ people face widespread discrimination in healthcare settings across the country, and one in seven LGBT+ people avoid seeking healthcare for fear of discrimination.

Next Month at Sherwood

We know that we will continue to be busy managing Covid-19 in terms of patient care and in delivering the Covid vaccination, and we will also have a focus on continuing to recover services alongside colleague wellbeing.

Appendix one:

ICS Board Summary Briefing – February 2021

Please find below the Nottingham and Nottinghamshire Integrated Care System (ICS) update following the ICS Board on 18th February. 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 Chair of the ICS, Sir David Pearson, welcomed the Board members to the meeting, one which heralded a number of leadership changes. This was the last Board meeting for Dr Andy Haynes, Executive Lead of the ICS and also of Sir David Pearson. The Board paid tribute to the many and varied successes seen throughout both Andy and David's careers in Nottinghamshire and wished them well on whatever might come next. The Board also welcomed Dr Kathy McLean to her first meeting as the new Independent Chair of the ICS, taking over from David.

David 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.

Patient Story – Covid-19 Vaccination Workforce

In line with the main agenda item for the rest of the meeting, this month's patient story was focussed on the efforts to put in place the staff needed to deliver the vaccination programme. Rob Simcox, Deputy Director of HR at Sherwood Forest NHS Foundation Trust and the system's lead for workforce for the vaccination programme led the presentation, also bringing in Tom Evans, the overall manager for the King's Meadow vaccination site.

The Board heard about the wide net that was cast to ensure that sufficient breadth and depth of staff were available to support the delivery of the vaccination programme, drawing not only on the existing health and care workforce but also more broadly: including a number of staff from backgrounds as diverse as funeral directors and airline stewards.

The Board welcomed this update and was keen to ensure that its thanks was recorded for the exceptional efforts shown in delivering the programme to date. There was also a discussion about how to retain the talent that has been identified during this programme and also that the collaborative and system oriented approach shown throughout the work is a model for other projects in the future.

Covid-19 Response and Vaccination Programme

Amanda Sullivan, Accountable Officer for Nottingham and Nottinghamshire CCG updated the Board on the pandemic response since the last meeting and also on the vaccination programme.

Amanda highlighted the following;

- Hospital admissions are beginning to decrease,
- There are twice as many hospital beds occupied as in Wave 1 in April 2020.
- Cases and the rate of hospital admissions are reducing slower than is being seen elsewhere
- The vaccination programme continues to deliver significant progress

Locally the number of beds occupied by Covid patients reach a peak in October 2020 and this high level has been sustained now over a period of time, which is creating considerable levels of workforce fatigue and a high volume of traumatic events in some areas. This will have to be addressed in the future when the country starts to return to normal.

People and Culture Update

Following the discussion at January's Board meeting, the People and Culture team, led by Lyn Bacon, Chief Executive of Nottingham City Care and the ICS's lead for People and Culture returned to lead a wide-ranging discussion on all elements of the system's approach to this important topic.

The team outlined the overall People and Culture strategy and described the progress to date and the challenges still to come for two specific areas: changing the culture to support collaborative approaches to quality improvement and the system's approach to Equality and Inclusion.

The Board strongly welcomed the overall update and committed to continuing this conversation and also to identifying a Non-Executive sponsor for this important work.

Closing Matters

The schedule for future ICS Board meetings is being confirmed with partners and will be published shortly.

David Pearson,
Independent Chair, Nottingham and Nottinghamshire ICS

Dr Andy Haynes,
Executive Lead, Nottingham and Nottinghamshire ICS