

Board of Directors Meeting in Public - Cover Sheet

Subject:	Chief Executive's report	Date: 3 November 2022		
Prepared By:	Rich Brown, Head of Communications			
Approved By:	Paul Robinson, Chief Executive			
Presented By:	Paul Robinson, Chief Executive			
Purpose				
To update on key events and information from the last month.		Approval		
		Assurance	X	
		Update	X	
		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
Identify which principal risk this report relates to:				
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				
Executive Summary				
An update regarding some of the most noteworthy events and items over the past month from the Chief Executive's perspective.				

County-wide critical incident declared in response to pressures

A county-wide 'critical incident' was declared around the time of last month's Board meeting, due to the high levels of demand we faced in hospital Emergency Departments across the county and the challenges NHS services continue to face in discharging medically fit patients from our hospitals in a timely way.

We are in a much better position than we were at the beginning of October, thanks to the skill and dedication of our hardworking NHS colleagues across the county.

However, it is important to recognise that we remain under significant pressure and we still face huge challenges as winter approaches. Our services remain very busy and we anticipate that there will be some difficult weeks ahead.

We understand how challenging it is for our NHS colleagues to work under such pressure for a sustained period and I want to assure our colleagues and the Board that we will continue to do everything possible to work with system partners to ensure these pressures don't become 'business as usual,' as they have over recent months.

I am grateful to all our NHS colleagues for the part they have played in ensuring we can manage the pressures and ensure that patients can access the care they need this winter.

We are also asking the communities we serve to help their local NHS to help them this winter – including by choosing the most appropriate NHS service for their needs.

Hospital Emergency Departments aren't always the best place to access the healthcare they need, so we are encouraging the public to think 'NHS 111 first' before attending our Emergency Department at King's Mill Hospital and our Urgent Treatment Centre at Newark Hospital. NHS111 professionals can direct people to the most appropriate place to help you get the support they need – including by directing people to appointments with their local GPs, pharmacies and other NHS services locally, even out-of-hours.

Preparing for potential industrial action

As a Trust, we are watching with interest at the potential for planned industrial action from employee groups nationally over the months ahead.

The Trust has business continuity plans in place so eventualities like these and we have established a Trust planning group to assess and prepare for the likely impact of any potential industrial action on the Trust, the services it provides, and the patients we care for.

We will continue to keep the Board updated with details of the specifics of those planning arrangements and the contingencies we will be putting in place, as soon as more detail on any planned industrial action becomes available.

Celebrating the best of Sherwood Forest Hospitals at our annual *Excellence Awards*

I was delighted to host [our Trust Excellence Awards at the beginning of October to celebrate the amazing work our colleagues do here across our hospitals – and to recognise individual examples where our colleagues have consistently gone 'above and beyond' in their roles.](#)

We were delighted to welcome hundreds of nominees, nominators, colleagues and members of the public to join this year's celebration – albeit virtually due to the continued threat of COVID to our workforce. The event was [broadcast live on the Trust Facebook page.](#)

This year, we received over 250 nominations and the judging process was hard, so I'd also like to thank everyone who made a nomination for this year's event to ensure that their colleagues can get the recognition they deserve.

I'd also like to thank everyone who helped to make this year's awards possible, including our sponsors from the Trust's charity and for the support from our local media partners from The Chad and the Newark Advertiser. We are grateful for their support for our hardworking colleagues.

I would like to thank each and every one of our Trust colleagues for delivering outstanding services for our patients and for making Sherwood Forest Hospitals such a great place to work.

Since the awards, I – alongside colleagues from across our Executive Team – have been getting out-and-about to meet our winners in-person to find out more about their work and to present their trophies to them.

I look forward to being able to share the stories of their achievements across our public and staff communications platforms over the coming weeks to continue those celebrations and to reflect just how proud and grateful we are for the work they do.

The Trust's 24-hour homebirth service returns

I am proud to confirm that our full, round-the-clock homebirth service restarted on Monday 19 September 2022.

For the past year the service has been running Mondays to Fridays between 9am and 5pm, due to staffing challenges caused by the pandemic. As a result of successful recruitment to the community midwifery service, the 24-hour service has been able to restart safely.

Reinstating the full 24-hour service as soon as it was safe for us to do so has been a priority for us because we know how important it is for families to have the option to birth at home.

During the past year, our on-call staff have gone above and beyond to support as many women as possible. We're really pleased that we're now in a position to offer a personalised choice to even more families and I thank all our teams who have helped to make the return to the 24-hour service possible.

Welcoming our first cohort of Trainee Nursing Associates (TNAs) to #TeamSFH

This month, [Sherwood Forest Hospitals' welcomed its first cohort of Trainee Nursing Associates \(TNAs\) after they finished their two-year course at Nottingham Trent University's Mansfield Hub.](#)

The group of 16 started their Foundation Degree Apprenticeship for Nursing Associates in October 2020 while employed by the Trust as Healthcare Support Workers (HCSWs). They studied on day-release from their regular role and completed 20 weeks of placements across adult, children's, mental health and learning disability areas in community, hospital, primary and social care settings to obtain as much experience as possible.

They have all secured Nursing Associate roles with Sherwood Forest Hospitals, where they will support wards and departments. The Nursing Associate role, which is registered with the Nursing and Midwifery Council, will see the group manage their own group of patients and support Registered Nurses. They will also mentor and support developing HCSWs and TNAs.

Several of the newly-qualified Nursing Associates have already expressed an interest in further study to become Registered Nurses.

This initiative is a fantastic example of how the Trust is committed to investing in our colleagues and supporting their career development. A second group of 14 Trainee Nursing Associates have just started the final year of their course at the NTU Mansfield hub, while a further 18 were also due to start their training in October.

Congratulations to all of our new recruits – and I look forward to working alongside them in their new roles.

Risk ratings reviewed

The Board Assurance Framework (BAF) risks 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
- Principal Risk 8: Failure to deliver sustainable reductions in the Trust's impact on climate change.