

Board of Directors Meeting in Public - Cover Sheet

Subject:	Chief Executive's report		Date: 1 st December 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.				

Sherwood Forest Hospitals receives internal 'Pathway to Excellence®' designation

I am delighted to begin my report this month by sharing the news that Sherwood Forest Hospitals has received global recognition as an excellent place for nurses and midwives to work, after it became one of only five in Europe to be designated Pathway to Excellence® status by the American Nurses Credentialing Center (ANCC).

The designation sets a global quality standard and demonstrates the direct role that the Trust's nursing and midwifery staff have in influencing and enhancing both policy and practice for the benefit of patient care, safety, and quality.

Colleagues at all levels across all Trust sites have worked hard over the past two years to contribute towards the Trust achieving Pathway to Excellence status.

To achieve the designation, the Trust had to provide evidence that it met strict requirements in six key standards around shared decision making, leadership, safety, quality, wellbeing and professional development.

The process enabled the Trust to identify areas of excellence and quality in nursing, midwifery and Allied Health Professionals (AHPs) teams, share best practice and identify any gaps or improvements.

Nursing and midwifery colleagues smashed the minimum response rate required in a questionnaire, with a high percentage of positive responses. The Trust scored highly in 23 out of 28 categories.

Achieving Pathway to Excellence is the result of a lot of hard work and commitment from nursing and midwifery staff over the past two years.

We are so proud to be one of just four hospital trusts in the UK to hold this prestigious designation, which showcases that the Trust has among the highest standards in nursing and midwifery in the world.

This recognition will also be a huge selling point in allowing us to recruit, develop and retain the very best staff.

Thank you to all our colleagues for embracing and contributing to our Pathway to Excellence success.

#TeamSFH 'opens' virtual wards for non-COVID patients

After much hard work, preparation and working together with our health and care partners across the Nottingham and Nottinghamshire ICS, we are really excited to have launched the virtual ward service for patients with respiratory infections and those experiencing flare-ups of long-term respiratory conditions.

We first began using virtual wards to treat COVID patients during the pandemic and we have now extended our virtual wards to non-COVID patients, making use of technology to support patients to receive the care, monitoring and support they need – wherever they call home.

The initiative is also crucial in helping us to keep patients out of hospital unless they need to be there, which in-turn helps to free-up our hospital beds for those who really do need them most.

The decision to launch respiratory virtual wards in our hospitals builds on what we learned during the pandemic, as well as helping us to prepare for the rise in respiratory infections that we expect could come this winter.

Our new virtual wards have already treated their first patients, which included 56-year old Dean Brown, from Huthwaite, who received treatment for chronic obstructive pulmonary disease (COPD) and asthma shortly after the scheme launched.

Patients in virtual wards will be supported and monitored on a daily basis using remote monitoring apps, utilising technology platforms and using medical devices such as pulse oximeters, which record vital health data about blood oxygen saturation and heart rates. Patients can also receive face-to-face care from teams based in the community.

As the service develops, we hope that virtual wards could be extended to treat other patients across our hospitals.

Telling the story of how our hard-working NHS colleagues are managing winter pressures

Following a number of really busy weeks across our hospitals, we have welcomed a number of local journalists into our hospitals to 'go beyond the headlines' to explain the reasons behind some of the pressures we are seeing. Those opportunities have included a dedicated show broadcast live from *BBC East Midlands Today*, featuring on *BBC Radio Nottingham* and our continued involvement in [Mansfield 103.2FM's weekly NHS Show](#).

Platforms like these present an important opportunity to explain the role that our Trust, our patients and our partners all have to play in helping our NHS to manage the pressures we are facing as winter approaches.

And whether it was in explaining how all our colleagues are working hard to keep our hospitals moving at a time when there were 124 patients who were medically fit-for-discharge in our hospitals or shining a light on the work of our brilliant army of volunteers, opening the doors to our hospitals through media opportunities like these are becoming an increasingly important platform for us to get closer to the communities we serve.

Thank you to everyone – including our colleagues and local media alike – who have helped to tell the story of how hard we are all working to keep services running safely this winter.

Promoting Sherwood Forest Hospitals as a great place to work

The past month has seen us step-up our recruitment efforts, as we continue to promote our Trust as a great place to work to the local communities we serve – many of whom will have a very real interest in working for their local hospitals.

Recruitment activity this month has included:

- Announcing a recruitment day to promote and recruit to the host of roles available at Newark Hospital right now
- Preparing for an exciting 'Step into the NHS' recruitment event at West Notts College in the New Year to showcase the range of routes that anyone looking to start a career in the NHS may take – including through courses at West Notts College and Nottingham Trent University.
- Hosting a dedicated recruitment event for our Theatres department, which saw us recruit six members of #TeamSFH who we are looking forward to welcoming to the Trust.
- Beginning to share our latest Trust vacancies each week on [the Trust's popular Facebook Page](#), as well as through a dedicated recruitment 'slot' during [the NHS Show on Mansfield 103.2FM](#).

Preparing for the possibility of industrial action

We now know that many of the biggest hospitals in England will see strike action from members of the Royal College of Nurses, following the outcome of their recent ballot.

The ballot result at Sherwood missed the requirements to qualify for action. That doesn't mean we are unaffected however, as many of our near neighbours – like Nottingham University Hospitals and Nottinghamshire Healthcare – are anticipating action that we know will have some impact on us, our people and the services we provide.

We value our staff and understand that good pay and conditions are important – not only for individuals and their families but for wider issues such as retention and recruitment too.

The NHS needs to be prepared for any potential industrial action to ensure there is minimal disruption to patient care and that emergency services continue to operate as normal.

From a Trust perspective, we have tried-and-tested plans to prepare for a whole range of eventualities to ensure we can continue to provide the best possible care to patients. A Trust-wide management team is now meeting on a weekly basis to monitor and respond to the latest developments and, as soon as a date is announced for any industrial action, we will communicate the impact of that to our staff, our stakeholders and the public we serve.

Trust recruiting new Director of Corporate Affairs as Shirley Higginbotham announces planned retirement

#TeamSFH has begun the process to recruit a new Director of Corporate Affairs, after Shirley Higginbotham announced her plans to retire in May 2023.

Shirley has been with the Trust since joining in April 2013 and has played a pivotal role in overseeing the Trust's journey from being placed into special measures to now being rated as 'Good' and King's Mill Hospital as 'Outstanding' by the CQC.

The portfolio for the role will continue to include corporate governance, including the Board of Directors and the Council of Governors, risk management, information governance, the Corporate Secretariat, Community Involvement, volunteers and the Trust charity.

Shirley has announced her retirement to give the Trust as much notice as possible to recruit a replacement and ensure a smooth and comprehensive handover to her successor.

[That vacancy is now being advertised on our website](#), with applications being welcomed before midnight on Friday 2 December 2022.

On a personal note, I have worked with Shirley throughout my time here at SFH and she has played an incredible part in the journey we have all been on together, particularly in building trust and confidence in ourselves and the communities we serve that our local hospitals are in safe hands.

I am grateful for all that Shirley has done for this Trust and our patients and we wish her a long, happy and healthy retirement – when that day comes.

New 'BadgerNotes' app to revolutionise maternity care

Parents-to-be across Nottinghamshire are now able to access their pregnancy notes online, thanks to a project that is helping to revolutionise maternity care.

We have worked with Nottingham University Hospitals Trust (NUH) to move our paper-based maternity and handheld notes online as part of a joint project that will provide families with greater access to their pregnancy records and information via their smart phone, PC or tablet – at any time of the day or night.

The new digital record system has a whole host of features, enabling service users to view extracts of information from their pregnancy record in real time and log key pregnancy events.

They will be able to capture their choices of what they want to happen at each stage, learn about their baby's development and access information recommended by their midwife. They will also be able to view booked appointments and submit thoughts or questions about antenatal and postnatal care to review with their team at their next appointment.

It will help reduce the amount of time midwives spend capturing the same information on multiple paper records, which will free up more time to provide care. Another benefit is that information can be shared securely and more easily between the two Trusts should a patient at one Trust need to receive care from the other at any point during pregnancy.

This is a really exciting development for both families and our maternity teams that will improve the experience of expectant parents by increasing choice, personalisation and empowering them to take greater ownership of their maternity care. It will also make it easier for healthcare professionals to safely and securely access, manage and share information to make informed, timely decisions.

The Single Pregnancy Record also allows seamless transfer between NUH and SFH, ensuring information is always in the right hands.

All expectant parents who were using traditional paper notes before the launch of Badger Notes will be automatically moved over to the new system. Additional support has also been put in place to support families who are unable to use digital technology for any reason.

Specialist feeding pod introduced at King's Mill Hospital

In November, King's Mill Hospital became the first in the UK to provide a specialist pod to support visitors and staff to nurse their young children.

The MyPod™, which has been provided by a company called MumPod®, is the first of its kind to be installed anywhere in the UK. It is a purpose-built pod has been installed inside the main entrance of the hospital provides a private and comfortable place for parents to feed infants and express milk.

The lockable room, which is available 24 hours a day, contains a comfortable chair with footrest, a place to plug in a breast pump and charge a phone, dimmable lights, a bag storage area and baby changing facilities.

We have installed the pod following feedback from a member of staff and results of a staff survey, which confirmed there was a lack of suitable locations to express milk while at work.

The location of the pod, beside the Community Involvement Hub at King's Mill, means it can be used by all hospital visitors - not just staff. In addition to the pod, there are also baby feeding rooms near the main entrance of King's Mill and on the maternity ward. Parents are also welcome to feed their child anywhere on site if they feel comfortable.

The Trust holds Level 3 UNICEF Baby Friendly accreditation, meaning it demonstrates high standards of care to support families with feeding and help parents build a close and loving relationship with their baby.

As well as providing the pod, the Trust has implemented a policy for SFH employees who are breastfeeding or nursing upon returning to work, and guidance that enables managers to better support parents and their children, sharing the benefits of continued nursing for parents and children.

Nottinghamshire Integrated Care System Winter Plan

A system-wide Winter Summit was held on 26 October 2022 where it was agreed to develop a System Winter Plan to provide an overview of how local organisations are working together to meet the anticipated urgent and emergency care demands.

The completed plan is being presented to all Nottinghamshire partner NHS Boards and can be found at Appendix 7.1. It provides projections for healthcare demand and assimilates individual organisational actions and plans to increase capacity and activity, this includes the Board-approved SFH Winter Plan.

Progress will be reported to the Integrated Care Board at its next meeting in January 2023.

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.