

Council of Governors - Cover Sheet

Subject:	Chief Executive's report	Date: 9 th May 2023		
Prepared By:	Rich Brown, Head of Communications			
Approved By:	Paul Robinson, Chief Executive			
Presented By:	Paul Robinson, Chief Executive			
Purpose				
To update governors on key events and information from the past three months covering the period February to April 2023.		Approval		
		Assurance		
		Update		
		Consider		
	X	X		
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				
Acronyms				
MNPBP = Mid Nottinghamshire Place Based Partnership				
Executive Summary				
To update governors on key events and information from the past three months covering the period February to April 2023.				

Pressures in our hospitals: General pressures and industrial action update from the past three months

I will start this month's update by reflecting on the impact that March and April's industrial action from the British Medical Association (BMA) had on our colleagues, patients and the running of our services.

I will begin by focusing on the impact that the strikes have had on our hard-working colleagues – both personally and professionally. That impact cannot be overstated, both in managing day-to-day pressures and in the extensive planning that helped to prepare us in the best possible way for that industrial action.

It is thanks to their hard work and professionalism that we were able to maintain safe urgent and emergency care services for our communities throughout that extraordinarily difficult time. We are so grateful for their incredible efforts.

Ultimately, we know that maintaining the safety of those essential services came at the cost of hundreds of planned appointments, procedures and operations. That cost will be felt by our patients for many months to come, both for those who were immediately affected during the week and for the tens of thousands of patients who will come into contact with our services over the months ahead as we continue our work to drive-down the elective backlogs that we saw build-up during the pandemic.

We know there is a patient behind each and every one of those rearranged appointments and we are grateful to all those whose planned treatments, operations and appointments were affected by those strikes. Their patience, understanding and kindness to our staff really is appreciated, particularly as our colleagues continue to work hard to provide the best possible care in really challenging circumstances as pressures remain high across our services.

While these strikes have been held over nationally-decided issues that are beyond the control of Sherwood Forest Hospitals, we have taken every opportunity to stress the impact that this ongoing industrial action is having on our colleagues, patients and communities alike.

As a Trust, we are committed to properly supporting everyone at #TeamSFH throughout this period. Whether that support comes by providing clarity on the areas we need our staff to focus on during periods of industrial action or by stepping-up our wellbeing offer to colleagues, I am keen to make clear that we have the backs of our colleagues.

During the course of those two periods of industrial action, we saw so many outstanding examples of the Trust's CARE' values being brought to life as colleagues from all professional disciplines pulled together to provide the best possible care for our patients who need us.

I am sure I speak for us all in saying that I hope a solution can be found to this national dispute as quickly as possible.

As well as the unique pressures we managed during that first period of industrial action, high demand for our services has remained throughout February, March and April.

The cause of those pressures are multiple and complex, but the following themes have persisted over the past year of sustained pressures across our hospitals:

1. The high numbers of patients we continue to treat in our Emergency Department at King's Mill Hospital and our Urgent Treatment Centre at Newark Hospital
2. The challenges we continue to experience with discharging patients as soon as they are medically fit to leave hospital.

Statistically, 22,772 patients were treated in the Emergency Department at King's Mill Hospital since the beginning of 2023. A further 76,905 patients were also seen in outpatient clinics, while 5,056 people attended the Urgent Treatment Centre at Newark Hospital.

Treatments for cancer at the Trust have also increased, with 253 treatments beginning during this same period.

Pressures in our hospitals: We have significantly reduced waiting lists for elective care

Despite those pressures, I am delighted to confirm that we have risen to the national challenge of reducing our waiting lists for those who have been waiting the longest to access the treatment they need and deserve here at Sherwood.

The progress means that very few patients at our King's Mill and Newark Hospital sites are waiting more than 78 weeks for treatment, as figures released recently by NHS England show that waiting times have continued to be significantly reduced by hardworking NHS staff.

The latest data also shows that, at the beginning of the year, some patients were still waiting over 18 months for their elective procedures. By the target date only a small number of these patients remained: those who had either chosen to delay their treatment or where we were helping other hospitals to clear backlogs.

As a Trust, we have worked hard to reduce our waiting list during January and February 2023 and, at the same time, have supported other hospitals to treat their patients earlier.

Managing to substantially reduce the numbers of patients who have been waiting 78-weeks (or 18 months) for elective care is a significant achievement and one that we should be rightly proud of as we continue to deal with the ongoing effects of the pandemic – all while continuing to deal with the intense pressures of today.

This has been achieved even despite the significant impact of the recent industrial action, which saw the Trust postpone hundreds of less urgent appointments and procedures in order to prioritise emergency care services, to keep patients safe.

I am grateful to all our colleagues for the part they have played in making that happen.

A great place to work: Sherwood remains best Trust to work for in the Midlands, according to latest NHS National Staff Survey results

Sherwood Forest Hospitals remains the best Trust of its kind to receive care and to work for anywhere in the East and West Midlands, according to results of the most recent *NHS National Staff Survey* that were released in March.

The results rank Sherwood as the acute trust that staff would most recommend as a place to work anywhere in the Midlands for an incredible fifth year in a row.

More than 3,390 (61%) Trust colleagues responded to the 2022 survey – well above the national average response rate of 46%.

Highlights of this year's results revealed that:

- 81% of staff agreed that the care of patients is the organisation's top priority (placing us first in the Midlands for this score)
- 78% of staff would be happy with the standard of care provided if a friend or family member needed treatment (first in Midlands)
- 72% recommend the Trust as a place to work, placing us first in the Midlands and third in the country.
- 90% feel trusted to do their job and feel that their role makes a difference to patients and service users.

While there are several areas that need improvement, some scores were our best in five years. For example, colleagues continue to report that they are able to show initiative in their roles, are involved in changes that affect them and are able to make improvements in their areas of work.

It is great to see that, despite the many national challenges across the NHS, colleagues' overall experience of working at SFH ranks among the very best in the country.

Our people are what makes the Trust one of the best and I want to say a massive thank you to everyone for continuing to deliver quality, safe and compassionate care, particularly during challenging times.

The fact that some of our scores are the best they've been in five years shows we are making real progress on our journey to foster a culture of continuous improvement and that there remains so much to be proud of here at Sherwood.

Despite so many positives that we will proudly celebrate, we also recognise that many of our colleagues are feeling the strain mentally, physically and financially right now.

The results also highlight some areas where we know we need to go further, as while harassment and bullying among Trust staff is at its lowest for five years, there have been more experiences of bullying, harassment, discrimination, violence and aggression from patients and members of the public towards staff than ever before.

We will be working through the results in more detail in the coming weeks and using the insights from these survey results to drive forward further improvement.

From a partnerships perspective looking across the Mid Nottinghamshire Place, it is clear that the majority of these experiences are being targeted at hard-working staff by members of the public rather than their colleagues – and are not exclusive to NHS staff.

With this in mind, we took a discussion piece to the Mid Nottinghamshire Place Based Partnership (MNPBP) Executive Group where all partners agreed to support the Trust with a shared approach to tackling this across the mid-Nottinghamshire area, as it is clear that these experiences are not being experienced by NHS staff alone. The local crime and safety partnerships will open an invitation to explore opportunities for joint solutions.

As part of this, Nottinghamshire County Council introduced the concept of Trauma Informed Practice, which is training to ensure people who are severely disadvantaged (such as the homeless community) receive the same levels of care, irrespective of the risk for exclusion caused by violence and aggression.

We will keep you updated about this important work as it progresses.

A great place to work: Hundreds attend second ‘Step into the NHS’ recruitment event with West Notts College



On Tuesday (25 April), I was delighted to join colleagues from across the Trust as we returned to West Notts College in Mansfield for the second of our incredibly successful *Step into the NHS* careers showcase event.

We held the first event of its kind in January, which attracted almost 700 prospective new recruits who came along to learn how they can start their own NHS careers. It was great to see that our second event earlier this week, which focused on non-clinical roles across the Trust, attracted a similar level of interest.

The event was another outstanding example of how we are bringing our partnership with West Notts College to life, as the College generously hosted the event to showcase the range of careers available across our King's Mill, Newark and Mansfield Community Hospital sites and the wider NHS.

While there are more than 350 different roles in the NHS, many people's first thoughts of NHS careers are of doctors, nurses, midwives, paramedics and other frontline roles. However, there are a host of rewarding non-clinical roles where people can make a real difference by working as everything from clinical coders and finance officers to facilities workers, admin support, procurement and human resources – and so much more!

We know it takes a whole Trust to run our hospitals and we are proud of the way our colleagues work brilliantly together across their clinical and non-clinical roles to make great things happen across our hospitals.

Following the success of these events, we also plan to host a similar event focusing on clinical roles on Tuesday 20 June. That event will be hosted at King's Mill Hospital for the first time and I look forward to being able to share the details of that event with you all over the coming weeks.

I would like to place on record my thanks to our partners and #TeamSFH staff who came together to help make this fantastic event possible. The event was the first what looks like to be a series of successful events of its kind – so please watch this space for details of future events.

Nottinghamshire's first Community Diagnostics Centre (CDC) receives vital planning approval



Our ambition to create a 'one-stop shop' for patients to access NHS tests and investigations received a vital boost in April, as our plans to bring Nottinghamshire's first Community Diagnostics Centre to Mansfield were rubber-stamped.

[We previously announced we had submitted plans to Mansfield District Council in January](#) to build the purpose-built 'Community Diagnostics Centre' alongside our Mansfield Community Hospital in Stockwell Gate.

The multimillion-pound plans went on to receive national funding in February, prior to them being considered by Mansfield District Council's decision to approve the plans at its Planning Committee earlier this week (Monday 24 April 2023).

The approval was the vital go-ahead we needed to allow work to begin on the new facility this summer. The Centre will be built where a derelict building that is awaiting demolition currently stands on the Mansfield Community Hospital site.

Once built, the Centre will become a 'one-stop shop' for patients from across Nottinghamshire to access the tests and investigations they need in a single visit.

The Centre will also reduce the time it takes for patients to be referred for vital tests, which will in-turn help patients to receive an 'all clear' or diagnosis sooner.

A range of clinical and non-clinical roles will also be recruited to work at the Centre, with details of those roles to be publicised over the weeks and months ahead.

Anyone interested in learning more about the plans and the range of job opportunities on offer at the Centre can [find out more via the Sherwood Forest Hospitals website](http://www.sfh-tr.nhs.uk/cdc) online at www.sfh-tr.nhs.uk/cdc

I look forward to update you on the project's progress over the coming months.

Boosting car parking capacity at Newark Hospital

In planning news elsewhere, Newark and Sherwood District Council's Planning Committee has also approved the Council's planning application to create 80 additional car parking spaces for patients and staff at Newark Hospital.

The 80 new spaces will include 59 standard spaces, 16 electric vehicle charging points and five accessible bays on a site on Bowbridge Road next to Newark Hospital.

This is really good news as it will bring to an end long-standing parking issues for patients, staff and visitors. The development is also a welcome boost for everyone who comes into contact with Newark Hospital at a time when we are doing all we can to bring Newark Hospital back to its full potential.

Work is expected to start on the car park in July. We will keep you posted on the progress of the project.

Maternity services at King's Mill Hospital rated 'good' following CQC inspection

I am proud to share the news that Maternity services at King's Mill Hospital have been rated 'good' following our latest Care Quality Commission (CQC) inspection.

In the report that was published in February following their most recent inspection, King's Mill Hospital has maintained its rating as 'outstanding', while the Trust's overall rating remains 'good'.

We share the CQC's ambition to provide the best possible Maternity service to our local communities and I am grateful to the CQC for highlighting the areas that we can be rightly proud of – as well as those areas that we need to improve.

Partnerships update: Mid Nottingham Place Based Partnership

Following a reset for the partnership with renewed leadership from Adam Hill, Chief Executive Officer of Mansfield District Council, the partnership has worked together to refresh the focus for 2023/24.

The vision and ambitions have been revised to match the County's Health and Wellbeing Strategy, with the following priorities having been proposed:

- Best start – local coordination of the best start strategy; mental health in children and young people
- Living Well – Primary prevention and Cost of Living
- Ageing Well – Frail older people and loneliness
- Health Inequalities – Core20Puls5 – severe mental disorder and targeted communities relevant to place.
- Partnership Development – integrated neighbourhood teams and consistent communication across partners

The next stage will be to assign resource, programme structure and develop key metrics.

Partnerships update: Quarterly meeting with Ashfield District Council

The Trust Chair, Chief Executive and Director of Strategy and Partnerships met the Chief Executive Officer of Ashfield District Council during April, in the latest of their quarterly meetings with each of the district councils.

The meeting was a positive exploration of value-adding partnership activities and it is clear we have aspects of our work where we can work together positively, including around employment opportunities, skills, digital improvement, violence and aggression, and the direct support we will provide into the recruitment of a key strategic role of the Council's senior team. The Council is also supporting with raising awareness of governor nominations.

Further partnership working will continue as a result of those meetings and the positive relationships we continue to build together.

Partnerships update: Supporting a county-wide Declaration on Tobacco Control

As part of my role as a partner member on the Nottingham and Nottinghamshire Integrated Care Board (ICB), I was proud to support a refreshing of our commitment of a county-wide Declaration on Tobacco Control.

Smoking kills around 1,513 people in Nottinghamshire County and Nottingham City every year. It is also the biggest contributor to health inequalities, with 50% of the difference in life expectancy between the most affluent and the most deprived areas attributed to tobacco.

At its March meeting, the ICB was asked to reaffirm its commitment under the Declaration which sets out principles that commit us all to reducing smoking in our communities and includes a commitment to developing and implementing an organisational action plan.

Under the Declaration, the county's health and social care providers were asked to ensure timely and accessible communications and information about local stop smoking services were provided, as well as to offer our support to annual events like National No Smoking Day and ensuring that commissioned services adopt smoke-free workplaces.

The commitment is one that I was delighted to support, as we know the impact that smoking has on the lives and health outcomes of our patients, local communities and our own staff here at Sherwood.

A fond farewell to our outgoing Director of Corporate Affairs, Shirley Higginbotham

I will wrap-up my update for this month by placing on-record my thanks to our outgoing Director of Corporate Affairs, Shirley Higginbotham, as Thursday's meeting will be her final Public Board meeting with the Trust.

Shirley has been a valued member of the Trust since joining in April 2013 and has played a vital role in helping to oversee the Trust's journey from special measures to now being rated as 'Good' and King's Mill Hospital as 'Outstanding' by the CQC.

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 among the communities we serve that their 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.

We are also delighted to share the news that Sally Brook Shanahan will be joining the Trust as our new Director of Corporate Affairs in May, allowing for a short handover period between Shirley and herself.