

Board of Directors Meeting in Public - Cover Sheet

Subject:	Chief Executive's report		Date: 29 June 2023		
Prepared By:	Rich Brown, Head of Communications				
Approved By:	Paul Robinson, Chief Executive				
Presented By:	Paul Robinson, Chief Executive				
Purpose					
An update regarding some of the most noteworthy events and items over the past month from the Chief Executive's perspective.		Approval			
		Assurance	X		
		Update	X		
		Consider			
Strategic Objectives					
Provide outstanding care in the best place at the right time	Improve health and well-being within our communities	Empower and support our people to be the best they can be	To continuously learn and improve	Sustainable use of resources and estate	Work collaboratively with partners in the community
X	X	Y	X	X	X
Principal Risk					
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					
<p>AHP = Allied Health Professional BAF = Board Assurance Framework BMA = British Medical Association CDC = Community Diagnostics Centre ENT = Ear, Nose and Throat FDS = Faster diagnosis standard IAOCR = The International Accrediting Organisation for Clinical Research ICB = Integrated Care Board ICS = Integrated Care System KTC = King's Treatment Centre NHS = National Health Service NUH = Nottingham University Hospitals #TeamSFH = Team 'Sherwood Forest Hospitals' UEC = Urgent and Emergency Care UTC = Urgent Treatment Centre</p>					
Executive Summary					
An update regarding some of the most noteworthy events and items over the past month from the Chief Executive's perspective.					

Reflections on the incidents in Nottingham city centre

I will begin this month's report by taking a moment to acknowledge the devastating events that have rocked Nottinghamshire over the past month and to pay tribute to all our partners who responded to the incidents as they unfolded.

I would like to place on record my gratitude for the commitment of our colleagues at Nottinghamshire Police, Nottinghamshire Fire and Rescue, Nottingham University Hospitals (NUH), East Midlands Ambulance Service, Nottinghamshire Healthcare, the University of Nottingham, Nottingham Trent University and other local organisations for the way they responded to that incident so courageously, professionally and compassionately.

As members of the Nottinghamshire community, many of us will know someone who has been affected by this tragedy in some way. It will have impacted on us all in somehow and – for some – the enormity of that incident may still not have hit home. At Sherwood, we have reached-out to Trust staff who may have been affected to remind them of the Trust wellbeing offers that is available to them as members of #TeamSFH – including through our 24/7 wellbeing support line and counselling service.

The impact this incident will have had on colleagues and the wider communities cannot be overstated.

Our thoughts are with the loved ones of the victims of those events who tragically lost their lives, others who were injured and everyone else who was affected by those tragic events.

Operational pressures update: How June's industrial action affected our hospitals

One of the most significant operational developments in June centred on our preparations, response and recovery from the 72-hour period of industrial action that was called by the British Medical Association (BMA). The industrial action took place between 7am on Wednesday 14 June and 7am on Saturday 17 June and involved junior doctors across #TeamSFH.

This latest action is the third period of industrial action to have been called by the BMA that has involved our colleagues here at Sherwood, with the industrial action being called in response to a national dispute concerning pay and conditions.

On behalf of the Executive Team, I would like to thank colleagues from across #TeamSFH who worked to ensure that patients could continue to access the treatment they needed and deserved throughout that time.

We are also grateful to our patients and the wider communities we serve for their patience and understanding, as our hardworking colleagues worked to keep essential services running and reschedule hundreds of appointments that were affected by this latest round of industrial action.

There is no escaping the fact that each period of industrial action has a significant impact on our services, with the financial costs alone running into hundreds of thousands of pounds.

We know that over 500 patients were directly affected, as we rescheduled 451 outpatient appointments and 56 'elective' inpatient procedures to allow us to prioritise safe urgent and emergency care across our hospitals during that time.

We recognise the importance of good pay and conditions in making great patient care happen across our hospitals and we hope that all parties can get around the negotiating table as soon as possible to bring an end to this dispute.

We also note the recent announcement from the BMA about further industrial action they are planning to take place between 6.59am on Thursday 13 July and 7am on Tuesday 18 July. This will be quickly followed by industrial action from NHS consultants on Thursday 20 and Friday 21 July.

Our preparations for this next round of strike action have already begun alongside our partners from across the Nottingham and Nottinghamshire Integrated Care System (ICS). This planning will continue to build upon the lessons learned during strike action over the months gone by.

Operational pressures update: Elsewhere across our hospitals

Demand has remained high across our hospitals with our services continuing to operate under sustained pressure much like many acute Trusts across the country.

At times, patients experienced delays to admission due to a lack of available beds, despite the number of open beds remaining at an all-time high with no bed closures following the 2022/23 winter period.

Despite the challenges, we continued to provide timely ambulance handover delivering against the 30-minute national standard. We continue to benchmark well in terms of our four-hour performance and have a strong medical Same Day Emergency Care (SDEC) offer which continues to help avoid admissions.

The heightened backlog of elective patients that developed over the early phase of the pandemic continues to have an adverse impact on our ability to deliver against the national planned care standards.

We continue to work hard to reduce the number of long-wait elective patients. We now have only a very small number of patients waiting in excess of 78 weeks, as these are patients too poorly to be treated at this time.

Our 65-week wait position has been adversely impacted in recent weeks due to Ear, Nose and Throat (ENT) patients taken in as mutual aid. The instances of industrial action continue to adversely impact on our elective activity levels; albeit, our outpatient and 'day case' activity volumes remain above plan. The Newark TIF development due to open in Autumn 2023 will help us further increase the number of elective patients we treat.

Key metrics relating to the delivery of timely cancer care are generally strong. Like other organisations we have seen growth in cancer two-week referrals following a similar increasing trend seen over the last decade.

Our two-week wait performance is consistently strong and above the national target. Our performance against the 28-day faster diagnostic standard (FDS) fluctuated just below

standard in April. However, we expect this to recover for the validated May position. Nottinghamshire is one of the few systems in the Midlands region to meet the 28-day FDS national standard.

The number of two-week wait suspected cancer patients waiting over 62 days for treatment is presently significantly below the target set by the national team to be achieved by March 2024. The reduced backlog of patients waiting has supported our 62-day performance to be amongst the highest levels seen post-pandemic in recent months.

While we remain focused on recovery against key constitutional standards over the summer period, we are also embarking on our planning for winter 2023/24. I look forward to updating you more about this important work over the coming months.

NHS Oversight Framework 2022/23 Quarter 4 Segmentation Review Outcome

Following the publication of the [NHS Oversight Framework](#) on 1 July 2022, the Nottingham and Nottinghamshire Integrated Care Board (ICB) has confirmed that the Quarter 4 Segmentation Review that was undertaken at the end of March 2023 resulted in the Trust remaining in segment 2 of the NHS Oversight Framework.

Appendix one outlines details of the outcome of that review, including an overview of the actions that the Trust needs to take in order to progress from Segment 2 to Segment 1. The attachment also outlines plans the Quarter 1 2023-24 Segmentation Review Process.

Sherwood achieves globally-recognised standard for Clinical Research

I am delighted to share that Sherwood Forest Hospitals NHS Foundation Trust has achieved the bronze standard of a globally-recognised accreditation scheme for Clinical Research, which sees us become the first Trust in the Midlands region to achieve accreditation from IAOCR (the International Accrediting Organisation for Clinical Research).

IAOCR accredits clinical research sites and organisations internationally by independently assessing both people and processes to the highest standards. The achievement shows that Sherwood is consistently working to industry-leading global standards of best practice.

At Sherwood, research is at the forefront of improving patient care and treatments, helping us to gather the evidence to find out 'what works'. In 2022/23, the Trust exceeded its target by recruiting more than 2,800 patients into research trials.

Trials are also underway in more than 25 areas, including Respiratory, Oncology and Rheumatology.

The independent assessment, which took around three months, provides a benchmark of the highest standards for those working within the organisation to pride themselves on, as well as for potential sponsors who want formal evidence of the workforce standards that are being delivered.

This accreditation is extremely important to us because it provides reassurance that the delivery of a clinical trial and the clinical trial participants are in safe hands.

Hundreds welcomed to King's Mill Hospital for our third *Step into the NHS* careers showcase event



On Tuesday 20 June, I was delighted to join teams across the Trust in welcoming hundreds of potential jobseekers to King's Mill for our third successful 'Step into the NHS' event – and our first focusing specifically on clinical careers across our hospitals.

The sell-out event was our first large-scale careers event of its kind to be held in our hospitals since the pandemic began.

The arrival of hundreds of jobseekers into the King's Treatment Centre (KTC) made for a really special atmosphere, with so many people coming to learn how they can kick-start their NHS career with #TeamSFH.

The event resulted in almost 100 attendees registering their details with our Recruitment team to find out more about a career with the Trust, with a number of interviews also taking place that resulted in offers being made for a number of nursing and Allied Health Professional (AHP) roles.

Construction partner confirmed to deliver two significant Trust capital projects

In late June, I was delighted to sign two contracts with Kier who are to act as our construction partners on two significant capital projects that will further improve the services we provide across our Trust.

The first contract will support the £5.6million expansion of our theatres at Newark Hospital, including with a new state-of-the-art theatre and recovery area, as well as by introducing two minor operations suites. The development is expected to see an extra 2,600 operations and procedures taking place at Newark Hospital each year as a result.

The second contract will help to improve the existing discharge lounge at King's Mill Hospital and create a new dedicated discharge lounge at Newark Hospital – both of which will help to make every bed count across our hospitals, including by freeing-up hospital beds to make way for patients who are waiting to be admitted.

Add those to the progress being made to bring Nottinghamshire's first Community Diagnostics Centre (CDC) to Mansfield and there is plenty to be excited about across our Trust, with a number of significant due to pick up pace during 2023.

I look forward to bringing you further updates about those exciting developments over the months ahead.

Newark Hospital: Overnight closure of the Urgent Treatment Centre (UTC) at Newark Hospital

In line with Section 23(3) of the Local Authority (Public Health, Health and Wellbeing Boards and Health Scrutiny) Regulations 2013 made under Section 244 of the NHS Act 2006 (as amended), the current temporary overnight closure of Newark Hospital's Urgent Treatment Centre will continue for a further 12 months to the end of June 2024.

The decision has been made as it was deemed that it was not possible to safely staff the Urgent Treatment Centre overnight, leaving no alternative to the continuation of the temporary overnight closure.

The matter was discussed at the most recent meeting of the county's Health Scrutiny Committee on Tuesday 20 June, where the Nottingham and Nottinghamshire Integrated Care Board (ICB) informed the Committee of the decision.

As a Trust, we have been continuing to work alongside the Nottingham and Nottinghamshire ICB and other local partners to develop an overarching vision and strategy for Newark Hospital that clearly articulates how the hospital and its services are sustained and can grow to meet the population health needs of its catchment area.

King's Mill Vaccination Hub delivers over a quarter of a million Coronavirus vaccines



The Vaccination Hub at King's Mill Hospital has now delivered over a quarter of a million lifesaving COVID-19 vaccines since it first opened its doors in December 2020.

The Hub, which was one of the first of 50 similar hospital sites to open across the country, has now delivered over 277,000 doses of the Covid 19 vaccine – including over 11,000 spring 2023 booster jabs since April.

Getting vaccinated is still one of the most effective ways that we can reduce the likelihood of transmitting or becoming seriously unwell with the virus, so it is a sensible precaution to make sure we are all fully vaccinated – particularly if you are in one of the groups known to be most at-risk of becoming seriously ill with Coronavirus.

I would like to place on record my thanks to our hardworking vaccine team, many of who have been with the vaccination programme from the very beginning.

The team continues to deliver around 300 vaccinations each day through a combination of spring boosters and the 'evergreen' offer that remains in place for anyone who is yet to receive their vaccine to receive their first and second vaccines doses.

Partnerships update: Working alongside our Ashfield District Council colleagues

On Thursday 22 June, I joined our Chair and our Director of Strategy and Partnerships in welcoming the Executive Lead Member for Leisure, Health and Wellbeing, Cllr Chris Huskinson, and Chief Executive, Theresa Hodgkinson, from Ashfield District Council to King's Mill Hospital.

During their visit, we discussed the Council's plans to launch its new four-year Corporate Plan, the issue of Antisocial Behaviour and exploring more opportunities for both organisations to work more closely together as part of the Mid Notts Place Based Partnership (MNPBP).

Risk ratings reviewed

The Board Assurance Framework (BAF) risks, for which the Risk Committee is the lead committee, 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. Risk Committee members considered reducing the likelihood score for PR6 but decided to leave it unchanged, due to a lack of clarity of the benefits.
- Principal Risk 7: A major disruptive incident

The full and updated Board Assurance Framework (BAF) is due to be presented at our next public meeting of the Trust's Board of Directors in August 2023.