

Council of Governors - Cover Sheet

Subject:	Chief Executive's report		Date: 31 st July 2023		
Prepared By:	Rich Brown, Head of Communication				
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 quarter from the Chief Executive's perspective.		Approval			
		Assurance	Y		
		Update	Y		
		Consider	Y		
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
Y	Y	Y	Y	Y	Y
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>ATTFE = Academy Transformation Trust Further Education College CEO = Chief Executive Officer ENT = Ear, Nose and Throat FDS = Faster Diagnostic Standard IAOCR = The International Accrediting Organisation for Clinical Research ICB = Integrated Care Board ICS = Integrated Care System KTC = King's Treatment Centre MNPBP = Mid Notts Place Based Partnership MP = Member of Parliament NHS = National Health Service NICU = Neonatal Intensive Care Unit NUH = Nottingham University Hospitals #TeamSFH = Team Sherwood Forest Hospitals SDEC = Same Day Emergency Care</p>					
Executive Summary					
An update regarding some of the most noteworthy events and items over the past quarter 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 rocked Nottinghamshire on 13th June 2023 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 are 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 remain 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 updates

Pressures update: National 'level three' COVID incident stepped-down and removing the need to wear facemasks across our hospitals

On 18th May 2023, NHS England announced it was stepping-down the national incident from level three as the country's response to the COVID-19 pandemic moves to its next stage.

While the implications of this development nationally will largely only impact the workings of our hospitals behind-the-scenes, the impact of the pandemic continues to be felt across our services.

We have continued to treat patients who are critically ill with COVID in our critical care unit over the past year but – thankfully – examples of that are becoming less common now.

The country learning to 'live with COVID' has brought changes to how we are managing our ongoing response to the pandemic locally here at Sherwood as we took the decision to remove the need to wear a mask in most clinical areas of our hospitals in May.

Patients, staff and visitors are now only required to continue to wear a mask in clinical areas where we are caring for our most vulnerable patients. Those areas are clearly signposted in our hospitals with red 'You are in a high-risk area' posters displayed.

We have also changed patient testing requirements, including removing the need to test asymptomatic inpatients and will now only test inpatients and elective patients who are displaying symptoms of COVID or patients who are immunosuppressed.

All patients who are being transferred from our hospitals to another care provider – such as a care home or hospice – will also continue to be tested. Other NHS providers may also request that our patients are tested before they are transferred to them.

We have reduced the time infected patients need to isolate, in line with national guidelines. The requirement to isolate an infected patient is being reduced to a minimum of five days, with isolation to stop at a maximum of 10 days following a symptom review.

These latest changes bring Sherwood Forest Hospitals into line with national guidance and NHS providers working across the county.

We remind everyone to respect the wishes of those who choose to wear a face mask anywhere in our hospitals – whatever the reason. And, if patients would prefer hospital staff to wear a face mask while in close contact, we will be happy to accommodate those requests.

We remain grateful for the support of our colleagues for their continued work to manage the impact of the pandemic on our services, our colleagues and our patients.

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 reduction in capacity following the 2022/23 winter period.

Despite the challenges, we continued to provide timely ambulance handover delivering strongly 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.

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.

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

One of the most significant operational developments over recent months centred on our preparations, response and recovery from various periods of industrial action that has been observed by our junior doctor and our consultant colleagues at different times.

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.

During the June industrial action from our junior doctors alone, 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.

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.

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.

Pressures update: Relocating our Sherwood Community Unit to Mansfield Community Hospital

A key component of the Trust's response to managing bed pressures over the past year has been our ability to flexibly increase the number of acute inpatient beds within the Trust to a point where, by January, we had more acute beds open in our hospitals than at any other point in our history.

One significant part of that response saw the opening of the Sherwood Community Unit – a former care home building that we transformed to extend the walls of our hospitals. The move allowed us to provide transitional care for patients who had received the attention they needed and were ready to leave hospital as soon as their onward care arrangements had been finalised.

In its year in operation, the Sherwood Community Unit cared for nearly 800 patients and has played a vital part in freeing-up hospital beds for those who need them most.

Throughout its time, the Unit has been a great example of how thinking differently can ensure that patients receive the best possible healthcare in the right place at the right time. It has had a positive impact in alleviating winter pressures and keeping essential NHS services running and we are so grateful to the team of staff, volunteers and community workers who made this possible.

By relocating the Unit into Mansfield Community Hospital, we will be able to transfer patients even more easily and efficiently while retaining the same innovative approach to continuing to care for our patients in the best possible way.

The Unit will now be known as the Chatsworth Centre in its new home at the modern Mansfield Community Hospital.

Partnerships updates

Partnerships update: Michael Gove MP visits future Mansfield Connect hub following successful Levelling Up bid

On Thursday 18 May, we were delighted to be represented when the Government's Secretary of State for Levelling Up, Housing and Communities, Rt Hon Michael Gove MP, visited Mansfield to hear from local leaders about their ambitions to transform the town's former Beales building into 'Mansfield Connect'.

The visit follows an announcement in January which saw Mansfield District Council confirmed as being successful in its bid to the Government's Levelling Up Fund for £20million to regenerate the site.

The ring-fenced funding will see the old retail building in the town centre revitalised into a multi-agency hub – Mansfield Connect – that will house key partners in the district and become a one-stop shop for residents to access key services.

The hub is a positive move for the local area and its creation is one that we are proud to be playing a part in – both as a Trust and as member of the Mid Notts Place-Based Partnership.

Partnerships update: Provider Collaborative Leadership Board

The Provider Leadership Board met during May, where its mission statement was agreed. The Provider Leadership Board is the collective group of senior leaders representing the Provider Collaborative overseeing the priorities.

The emergent executive group formed through distributive leadership has now agreed its membership and its operating framework has now also been agreed.

Two priorities have also been identified and the group received updates on the scoping for each workforce and urgent care. It was noted as part of the conversations that identifying resources remains a risk as the work progresses. Outstanding areas for development are governance and communications, with one partner due to put in some short-term communications support.

There is also a planned workshop for Chairs, Non-Executives and CEOs to explore governance arrangements which is likely to explore sovereignty and shared decision making across the Provider Leadership partnership.

Partnerships update: Working alongside our Ashfield District Council colleagues

On Thursday 22nd June 2023, 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).

Partnerships: Welcoming local councillors into our hospitals

The Trust has welcomed various newly-elected local councillors to tour our hospitals as part of their induction recently, following May's local government elections. With recent changes in political leadership, some of the health portfolio holders have also changed.

These visits will contribute to our open and transparent culture, as well as helping to ensure that we assist our councillors to have relationships and insights into local NHS provision for the communities they serve.

Partnerships: Strengthening our relationships with local education providers

Academy Transformation Trust Further Education College (ATTFE) held a focused meeting with us to explore building a long-term partnership which adds value to people who live in our area.

Two short term actions were agreed for progression over the next three months:

1. **An adult lifelong learning hub based at Newark Hospital as a spoke of the College**
Impact expected: Making the hospital a vibrant asset for the wider community and opening up opportunities for colleagues to easily access learning.
2. **Offering Level 1 in Volunteering training to our volunteers**
Impact expected: This will build the experience for future employers in those who use volunteering as a career stepping stone.

Partnerships update: Place-Based Partnerships Working together to empower communities and reduce inequalities announced

In September, we are delighted that Sherwood Forest Hospitals will be supporting the Mid Nottinghamshire Place-Based Partnership's co-design event at the Mansfield Civic Centre. The establishment of the Nottingham and Nottinghamshire Integrated Care System (ICS) has provided an opportunity to work differently across Nottingham and Nottinghamshire by bringing organisations together into Place Based Partnerships.

Sherwood Forest Hospitals is proud to be a part of the Mid Nottinghamshire Place-Based Partnership, serving the Mansfield, Ashfield, Newark and Sherwood areas of the county. This event is being hosted by the Nottingham and Nottinghamshire ICS to explore what Place Based Partnerships are and how they are promoting integration across organisations and a real focus on and commitment to community empowerment to reduce inequalities and improve lives.

We are proud to be part of the event and I will, of course, update you on the outcome of that event in future updates to the Board.

Other updates from around the Trust

Two #TeamSFH midwives receive national awards in recognition of their outstanding efforts

We were delighted to see two of our Trust's midwives presented with prestigious national awards in May in recognition of going above and beyond in their roles.

Our Trust's Recruitment and Retention Midwife, Sharon Parker, and Lead Professional Midwifery Advocate, Julia Andrew, were presented with the Chief Midwifery Officer Silver Award by Sascha Wells-Munro, Deputy Chief Midwifery Officer for NHS England, on a visit to King's Mill Hospital.

The award is presented to individuals who have demonstrated excellence in clinical practice, leadership resulting in improvement, championing diversity and inclusion.

Sharon Parker has worked at the Trust for 10 years and has been responsible for recruitment and retention since February 2022. In that time, she has successfully recruited into all vacant posts for newly-qualified midwives. All these midwives still work for the Trust, apart from one who has relocated to a different area.

Meanwhile, Julia has been a Professional Midwifery Advocate since February 2022 and has led the service since June 2022. She set up the Birth Options service which develops birth plans for women and birthing people who request care outside of guidance. She makes sure all women are empowered with supported decision making and offers bespoke support to midwives and obstetricians to ensure they feel safe and empowered to facilitate choice. Since the service was launched it has supported more than 70 families, providing them with individualised and responsive maternity care.

I congratulate them both on this brilliant national recognition for their outstanding achievements.



Julia Andrew (left) and Sharon Parker (right) with their Chief Midwifery Officer Silver Awards alongside Sherwood's Director of Midwifery, Paula Shore

Welcome to Sally Brook Shanahan as the Trust's new Director of Corporate Affairs

Over the past quarter, we have been delighted to welcome Sherwood's new Director of Corporate Affairs, Sally Brook Shanahan, to our Executive Team.

Sally joins us from Nottingham University Hospitals (NUH), where her background as a solicitor, her wealth of outstanding public service, and her strengths in corporate governance will serve her well in her new role.

I look forward to working with Sally as an invaluable part of our Trust's Executive Team over the months and years ahead.

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 20th June 2023, 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 health needs of the local populations.

Newark Hospital: Work begins on new and improved operating theatres

In July, we were delighted to get our first glimpse of our new-and-improved operating theatres that are currently being installed at Newark Hospital as part of our £5.6million plans to boost operating theatres capacity there.

Parts of the modular theatre, which will be known as Newark Elective Hub, were lifted into place by crane over the weekend of Saturday 8th and Sunday 9th July 2023.

The £5.6million project will result in an extra 2,600 operations and procedures taking place at Newark Hospital each year. It will provide a modern environment, contribute to reductions in waiting times and create new jobs for nursing and healthcare staff.

The extra capacity in elective care will improve patient choice and help to address access to health services for those who would previously have had to travel further afield for treatment.

The new suite, which includes a recovery area, anaesthetic room and scrub facilities, is being built beside the existing two theatres. The first operations are expected to take place in the new theatre this autumn.

The extra theatre slots will be targeted towards procedures delivered by orthopaedics, urology, and ear, nose and throat (ENT) surgery, which have the greatest backlogs. In addition, improvements to the existing minor operations suite will enable some procedures to take place there rather than in a theatre. This will free-up theatre space for procedures where an overnight stay is likely.

The improvements have been made possible thanks to funding from the NHS England's Targeted Investment Fund (TIF) following a successful bid. The money will also provide the required new theatre equipment and extra storage space, as well as improved changing and rest facilities for staff.

This is a really exciting time for Newark Hospital, our patients and colleagues. This project is just the latest aspect of our plans to make best use of the potential of the Hospital that will also see the expansion of car parking provision at the site over the coming months.



How the new theatres at Newark Hospital could look

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.

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.