

## Board of Directors Meeting in Public - Cover Sheet

<b>Subject:</b>	Chief Executive's report		<b>Date:</b> 7 <sup>th</sup> September 2023		
<b>Prepared By:</b>	Rich Brown, Head of Communication				
<b>Approved By:</b>	Paul Robinson, Chief Executive				
<b>Presented By:</b>	Paul Robinson, Chief Executive				
<b>Purpose</b>					
An update regarding some of the most noteworthy events and items over the past month from the Chief Executive's perspective.		<b>Approval</b>			
		<b>Assurance</b>	Y		
		<b>Update</b>	Y		
		<b>Consider</b>			
<b>Strategic Objectives</b>					
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
<b>Principal Risk</b>					
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				
<b>Committees/groups where this item has been presented before</b>					
Not applicable					
<b>Acronyms</b>					
AGM = Annual General Meeting BAF = Board Assurance Framework BBC = British Broadcasting Corporation BMA = British Medical Association CQC = Care Quality Commission ENT = Ear, Nose and Throat FDS = Faster Diagnostic Standard ICB = Integrated Care Board ICS = Integrated Care System NHS = National Health Service SDEC = Same Day Emergency Care #TeamSFH = Team 'Sherwood Forest Hospitals' TIF = Targeted Investment Fund UEC = Urgent and Emergency Care					
<b>Executive Summary</b>					
An update regarding some of the most noteworthy events and items over the past month from the Chief Executive's perspective.					

## Reflections following the verdict in the trial of Lucy Letby

We are all appalled by the case of Lucy Letby and the terrible murders she committed.

The thoughts of everyone here at Sherwood Forest Hospitals are with the babies and families affected by this tragic case.

There are lessons for us all to learn to prevent this happening ever again and the attached letter from Amanda Pritchard, Chief Executive of NHS England, sets out requirement for Board governance and oversight following the outcome of this case.

As Chief Executive, I will ensure that an update is reported to Board at the next Public Meeting of our Board of Directors.

## Operational updates

### Industrial action

It's been another busy month across our hospitals where industrial action has remained in the news and at the front of our thoughts.

In August, the British Medical Association (BMA) led two periods of industrial action: the first for its junior doctors between Friday 11<sup>th</sup> and Tuesday 15<sup>th</sup> August and the second for consultants between Thursday 24<sup>th</sup> and Saturday 26<sup>th</sup> August.

At the Trust's Public Meeting of its Board of Directors in August, the Trust's Board discussed at length the impact that this industrial action is continuing to have on patients, our colleagues and the services they provide.

During the industrial action that was held by junior doctors between Friday 11<sup>th</sup> and Tuesday 15<sup>th</sup> August alone, over 380 outpatient appointments, inpatient procedures and day case procedures were postponed.

Following the latest period of industrial action from junior doctors that ended on Tuesday 15<sup>th</sup> August, we have now postponed over 4,300 instances of that same activity across all periods of industrial action during 2023 in order to prioritise safe urgent and emergency care. These figures indicate the impact of this industrial action on our services but do not take account of lost opportunities where appointments were not booked once we knew that strike date had already been confirmed.

These figures indicating the impact of this industrial action on our services do not take account of other elective related activity, which includes activity we have avoided booking once dates for future industrial action have already been confirmed.

At the time of writing, the financial cost of this year's industrial action to Sherwood Forest Hospitals alone stands at over £1million. That figure will only continue to rise, with the cost of the consultants' strikes at the end of August still being calculated.

As a Trust Executive Team, we want to be clear on the extent of the impact that this ongoing national dispute is having on the services we provide, the colleagues we are proud to work alongside and the patients we care for.

We know there is a patient behind each and every one of those postponed appointments and we are clear on how this prolonged national dispute is severely impacting the Trust's ability to reduce its backlogs for elective care at the pace we would like and that patients deserve.

There is also a human cost to our Trust colleagues here, as working under sustained pressure for such long periods has an obvious impact on them. This is true not just during each period of industrial action, but also in preparing and recovering from one period to the next.

It is only thanks to the skill, hard work and resilience of those Trust colleagues that we have been able to continue to prioritise safe urgent and emergency care throughout each period of industrial action. I thank them once again for their efforts.

As a Trust, we continue to relay the impact that these strikes are having to the Nottingham and Nottinghamshire Integrated Care Board (ICB), to our NHS England (Midlands) colleagues and to the British Medical Association in our discussions with their local representatives within the Trust.

I reiterate my hope that we see an end to this national dispute as quickly and painlessly as possible in the interest of the colleagues, patients and the communities we are proud to serve.

## **Operational overview**

Like many acute trusts across the country, demand has remained high across our hospitals over the past month, with our services continuing to operate under sustained pressure with a year-to-date growth in attendances of 4.3% in emergencies.

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.

We have continued to provide timely ambulance handover despite those challenges, delivering against the 30-minute national standard. We continue to benchmark in the upper quartile nationally for four-hour performance and have a strong medical Same Day Emergency Care (SDEC) offer which continues to help avoid admissions.

Increase in referrals and waiting list size for our elective pathways continue to impact on our ability to deliver against national planned care standards.

While we continue to remain above-plan for our outpatient and day case activity, industrial action continues to adversely impact our elective and cancer activity. The Newark TIF (Targeted Investment Fund) development that is due to open in autumn 2023 will help us further increase the number of elective patients we treat.

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, these are either attributable to patient choice, patients too poorly to be treated at this time or exceptionally complex clinical pathways.

Our 65-week wait position continues to be adversely impacted due to Ear, Nose and Throat (ENT) patients being taken in as mutual aid to support other NHS organisations.

From a planned care perspective, we remain focused on our diagnostic and cancer recovery to reduce backlogs for our patients.

The constitutional standards for cancer we report on will change from October. This will impact on our cancer reporting and performance, due to the scope of the three remaining constitutional standards. Work is already underway to ensure that we report on this as required. The changes have no impact on our care pathways for patients or action plans in place to improve our performance and reduce waits.

I look forward to sharing further updates with you about this important work over the coming months.

### **Patient experience of the Trust's Urgent and Emergency Services named in country's 'top 10'**

Sherwood Forest Hospitals' Urgent and Emergency Care services were named among the country's 'top 10' for patient experience in the results of a recently published Care Quality Commission (CQC) survey.

The Urgent and Emergency Care survey looked at the experiences of people who attended Type 1 or Type 3 urgent & emergency care (UEC) services across the country, with 122 trusts taking part in the survey.

The results revealed Sherwood Forest Hospitals to be in the top 8% of hospitals that were surveyed, benchmarking 10<sup>th</sup> out of the 122 Trusts that took part.

The Trust was rated 'better or somewhat better' than the majority of Trusts in the following areas by patients who had their say in the survey:

- Patients' overall view was a good experience (80% agreed)
- Patients felt they were given the respect and dignity they deserved and their privacy was respected (93% agreed)
- Total length of visit did not last too long (62% agreed)
- Patients felt they were given a clear explanation in a way they could understand (85% agreed)
- They were involved in decisions about their care and treatment (80% agreed)
- Families, friends and carers were given time to talk (81% agreed)
- Providing information on waiting times. (59% agreed)

Seeking feedback from patients is an essential part of improving our services and we are grateful to everyone for the feedback and support they provided by taking part in this survey.

These results are also testament to the skill and dedication of our colleagues working in our Urgent and Emergency Care team for the commitment they have shown in providing great care to patients when they need it most.

## **NHS Oversight Framework 2023-24: Quarter 1 Segmentation**

Amanda Sullivan – Chief Executive of the NHS Nottingham and Nottinghamshire Integrated Care Board (ICB) – formally wrote to the Trust on 15<sup>th</sup> August 2023 to confirm the Trust's Quarter 1 2023-24 position and to set out the process and timescales for the 2023-24 Quarter 2 segmentation assessment.

The letter is provided in full in appendix two of this report.

Following the ICB peer review process undertaken at the end of June 2023, the proposed segmentation for NHS Provider organisations was approved by the Midlands Regional Support Group at its meeting on 27<sup>th</sup> July 2023 and notified to the ICB on 8<sup>th</sup> August 2023.

It has been agreed that for Quarter 1 2023-24, Sherwood Forest NHS Foundation Trust should remain in Segment 2 of the NHS Oversight Framework. This rating is based on the quantitative and qualitative assessments of the five national themes and one local priority contained within the NHS Oversight Framework.

A review by 'exception' will be undertaken by the ICB in respect of Quarter 2, with this needing to be submitted to NHS England by 6<sup>th</sup> October 2023 for Quarter 2. I will continue to keep the Board updated about this oversight review as it is undertaken each quarter.

### **Reviewing the county's health and social care provision as a system**

As a Trust, we are now working with the Nottingham and Nottinghamshire Integrated Care Board (ICB) to actively review our patient pathways to consider how all partners can work together more effectively to better support one another.

A dedicated piece of this work will focus on discharging patients from acute hospital settings as soon as they have received the hospital care they need and are medically fit to return to wherever they call home.

This work will be led by Amanda Sullivan as Chief Executive of the ICB, Melanie Williams as Chief Executive of Nottinghamshire County Council and myself, representing NHS providers in the system on behalf of the Provider Collaborative.

This important work is all aimed at working more effectively as a truly integrated care system across individual organisations.

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## Elsewhere in the Trust

### Date confirmed for Trust's Annual General Meeting (AGM)



The Trust's Annual General Meeting (AGM) is due to take place at King's Mill Hospital from 5.30pm on Tuesday 26<sup>th</sup> September 2023.

The meeting will give an in-depth look at the Trust's performance for the 2022/23 financial year, as well as giving anyone attending the opportunity to learn more about how the Trust is planning to meet the challenges it is expecting to face in the remainder of 2023/24 and beyond.

If you wish to attend the AGM, please register your place before midnight on Tuesday 19<sup>th</sup> September by visiting <https://forms.office.com/e/T3nv5jWZUW>

There will also be an opportunity for attendees to put their questions to the Trust's Board of Directors to answer at the meeting. All questions must be submitted in advance of the meeting by emailing [sfh-tr.communications@nhs.net](mailto:sfh-tr.communications@nhs.net) before midnight on Tuesday 19<sup>th</sup> September.

Following the meeting, we will also be hosting a 'Step into the NHS' showcase event in the hospital's main reception to give anyone attending the chance to find out more about the work that is going on across our hospitals. The event will also share details of the range of the Trust's range of career opportunities with potential job seekers.

Anyone interested in finding out more about the Trust's Annual General Meeting (AGM) and our *Step into the NHS* Showcase event can visit [www.sfh-tr.nhs.uk/about-us/annual-general-meeting/](http://www.sfh-tr.nhs.uk/about-us/annual-general-meeting/)

### **Newark Hospital: Weekend appointments providing a success for patients**

Patients are benefiting from more convenient appointments ahead of their planned operations, as part of our ongoing commitment to making Newark Hospital a valued and vibrant asset for local people.

Newark Hospital is now offering appointments for pre-op assessments between 8am and 4pm on alternate Saturdays, as well as from 8am to 6pm on Mondays to Fridays.

The appointments have been introduced in response to feedback from patients that Saturday appointments are a lot more convenient to attend around work and family commitments. Our teams also notice that they are usually more relaxed at their appointment because they are not in as much of a rush.

Although patients who live locally to Newark Hospital and are having surgery there are routinely offered Saturday pre-op appointments when booking, anyone who is having surgery at King's Mill can also choose to have their pre-op checks done at Newark Hospital.

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## Partnership updates

### **Trust supports Number 10 Workforce Participation 'Deep Dive' exercise**

Sherwood Forest Hospitals recently joined other local partners from across the Mid Nottinghamshire Place-Based Partnership to take part in a Workforce Participation 'Deep Dive' exercise with the Government's No10 Delivery Unit.

The session supports the government's desire to form partnerships with 'places' around the country to enhance its levelling-up agenda.

The No10 Delivery Unit was proactive in contacting the Trust and other partners following the session to thank them for taking part in the review, which they said was useful in generating insights to inform policy development and support the delivery of work taking place nationally.

### **Supporting health discussions around the Mansfield Levelling Up Partnership**

In August, the Trust's Director of Strategy and Partnerships, David Ainsworth, met with representatives from the Government's Department for Levelling Up, Housing and Communities to discuss the Mansfield Levelling Up Partnership and how the Trust can support this important work.

The Department is currently working with Mansfield District Council to understand the challenges and opportunities in the district, focusing specifically on the Trust's perspectives around the health and wellbeing of the local community.

The Levelling Up Partnerships programme was setup to deliver a tailored approach to place-based working by working with key partners in local areas to understand the challenges and opportunities the place faces and then to identify practical actions to bring about change.

These latest discussions that the Trust took part in followed the publication of the [Levelling Up White Paper](#), which set out an ambition to develop policy in a different way, focused on understanding the needs and opportunities for specific places and then seeking to develop tailored solutions where possible.

We will continue to support our local partners in progressing this work for the benefit of the local communities we serve.

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## Trust 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.
- 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 November 2023.