

Council of Governors - Cover Sheet

Subject:	Chief Executive's report		Date: 14 th November 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 from August, September, October and November 2023 from the Chief Executive's perspective.				Approval	
				Assurance	X
				Update	
				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
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					
None					
Acronyms					
<p>ATTFE = Academy Transformation Trust Further Education BMA = British Medical Association COPD = Chronic obstructive pulmonary disease CDC = Community Diagnostics Centre ICB = Integrated Care Board MRI = Magnetic Resource Imaging (MRI) NHS = National Health Service NJR = National Joint Registry SFH = Sherwood Forest Hospitals UTC = Urgent Treatment Centre</p>					
Executive Summary					
An update regarding some of the most noteworthy events and items from August, September, October and November 2023 from the Chief Executive's perspective.					

Operational updates

Industrial action updates

Over recent months, we have been monitoring national developments with interest around the ongoing discussions between the government and the British Medical Association (BMA) concerning the prolonged industrial action that continues to affect our NHS.

Whilst no further industrial action has been called by the time of writing, the impact of recent months' industrial impact continues to be felt across our hospitals.

At the time of writing, the Trust has needed to postpone over 6,348 appointments, procedures, and operations during 2023 in order to prioritise safe urgent and emergency care across all periods of industrial action.

The resulting reduced elective activity levels contribute to our growing waiting lists, including for those patients who are waiting the longest for the treatment they need.

It should also be noted that while these figures reflect the impact of this industrial action on our services, they do not take account of lost opportunities where appointments were not booked once we had received notification that strikes had already been called.

At the time of writing, the financial cost of this year's industrial action to Sherwood Forest Hospitals stands at over £1.8million – a figure that will continue to rise, unless a resolution to this national dispute can be found.

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.

Trust confirms comprehensive winter plan for the coming months

Sherwood Forest Hospitals NHS Foundation Trust's plans for what is likely to be a challenging winter have now been approved by the Trust's Board of Directors, following its October meeting.

The winter plan sets out a range of measures aimed at ensuring there is sufficient capacity to meet winter demands; with patients more likely to be admitted only if it is essential and also helping to reduce the length of time they need to stay in hospital.

The majority of the funding will provide at the peak 44 extra beds for adults and children, rising to 60 at weekends, between October and March. Nurses, doctors, therapists, pharmacists and administration staff will be employed to support these extra beds. The funding will also be used to provide:

- A Children's Assessment Unit from November, providing extended opening hours (10am to 10pm) seven days a week – giving children and their parents better access to urgent and emergency care when they need it.
- A Frailty Rapid Access clinic to ensure frail patients are seen in a purpose designed way quickly – helping to prevent deterioration which can often result in hospital admission.

- Doubling the number of Respiratory Physicians at weekends – helping patients with seasonal conditions get faster treatment and shorter stays in hospital.
- Weekend MRI scan reporting which can often cause delays to patients going home.

We want our patients to have confidence that we can provide the care they need. Keeping patients safe and the quality of the care we provide is our priority.

We know that winter can be a busier time than usual for our hardworking colleagues but through rigorous planning, we hope we can reduce the impact and ensure a more positive experience and better outcome for our patients.

Sherwood Forest Hospitals' staff flu campaign now underway, with Trust also continuing to support county-wide COVID public vaccines campaign

The 2023 autumn seasonal COVID-19 vaccination campaign has officially begun, with Sherwood Forest Hospitals once again playing its part in supporting vaccinations across Nottinghamshire.

Our vaccines 'hospital hub' is now running at King's Mill Hospital alongside several other, smaller sites across the Nottingham and Nottinghamshire area that will each be playing their part in encouraging members of our local communities to come forward to get their COVID-19 vaccines over the coming weeks.

As a Trust, we are clear that COVID-19 remains a dangerous illness that can have life-threatening impacts – especially for the most vulnerable people in society.

We are continuing to support the system-wide efforts in encouraging everyone who is available for a flu and COVID vaccine to make sure they take up the offer as soon as possible to help boost their protection ahead of winter.

This year, Covid-19 vaccinations are being offered to people aged 65 and over, along with people who have certain underlying health conditions, household contacts of people who are immunosuppressed, frontline health and social care workers and carers.

Some underlying health conditions which make people eligible include diabetes, Chronic obstructive pulmonary disease (COPD), chronic heart, kidney or liver disease and patients undergoing treatments more cancer.

In addition to supporting the COVID vaccination campaign to protect our local communities, the Trust's flu vaccination campaign has also begun to protect Trust colleagues this winter.

Since the campaign began on Wednesday 20 September, over 36.4% of our Trust colleagues have already come forward by the time of writing to receive their free flu vaccines within Sherwood Forest Hospitals – a take-up rate which shows a real vote of confidence for the faith our NHS colleagues have in the role vaccines play in protecting them against flu this winter.

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 I, representing acute hospital providers in the system.

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

Updates from Newark Hospital

The engagement from the NHS Nottingham and Nottinghamshire Integrated Care Board (ICB) on the overnight opening hours of Newark Hospital's Urgent Treatment Centre (UTC) has now come to a close

NHS Nottingham and Nottinghamshire Integrated Care Board (ICB) led a number of public engagement events to discuss the best permanent opening hours for the UTC. Residents were also given the opportunity to feedback via an online survey that was available on the ICB website.

The UTC, run by Sherwood Forest Hospitals NHS Foundation Trust, provides urgent care and non-life-threatening treatment for injuries or conditions, such as cuts, simple broken bones, wounds, minor burns and minor head, eye and back injuries.

The UTC is currently open for 13 hours a day between 9am to 10pm, slightly exceeding the national minimum standard of 12 hours per day.

Those opening hours were put in place in March 2020 as a temporary measure to address ongoing staffing issues made worse by the COVID-19 pandemic.

Prior to the pandemic, the UTC was often closed overnight at short notice due to lack of staff availability. Typically, when the UTC was open overnight, it would treat, on average, one patient per hour, in contrast to between 4-6 patients per hour during the daytime.

We are committed to working alongside our Integrated Care Board colleagues to provide a safe, sustainable urgent treatment centre at Newark Hospital, operating at least 12 hours per day, in line with the specification for urgent treatment centres across England.

As a Trust, we have been supporting the ICB in promoting these important discussions – including by attending and helping to lead their engagement discussions with local residents.

As part of that engagement period, we worked alongside ICB and NHS England colleagues to host a 'clinical senate' to give credibility to these discussions around the longer-term opening hours of the facility.

The senate saw a collective set of independent clinical advisors receive a presentation about proposals, as well as allowing the independent experts to visit and talk to several Newark Hospital colleagues about their experiences.

The output of that senate will form part of the written report that will contribute to the overall feedback that will be considered by the county's Health Scrutiny Committee before proceeding with next steps and before any decision is made.

Newark Elective Hub opens its doors



By the time the Board of Directors meets, our multimillion pound expansion of our theatres at Newark Hospital will have celebrated its official opening and will be preparing to welcome its first patients.

The £5.6million project is due to result in up to 2,600 extra operations and procedures taking place at Newark Hospital each year. It will also 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.

As well as increasing capacity at the site, the new theatre will also allow the scope and range of services provided from the site to expand, with the laminar flow especially for orthopaedic operations helping to expand from hip and knee to shoulder surgery.

The site will also provide a range of ear, nose and throat treatments, as well as urology, gynaecology and ophthalmology, overall improving the range of services available to our local communities at Newark Hospital.

Work underway to create more parking spaces at Newark Hospital



Our plans to further improve patient access to Newark Hospital has been turned into reality over the past month, as contractors officially started work on a new 80-space car park.

The initiative has been made possible due to our partnership with Newark and Sherwood District Council. The Council has purchased the land on Bowbridge Road with the intention of converting it into additional hospital car parking to ensure residents have greater access to even more health care provision locally.

There are currently 170 pay and display spaces plus 20 spaces for blue badge holders in the main Newark Hospital car park. The new car park, which will have electric charging points, will provide parking for staff on site which will free up spaces in the main car park for patients and visitors.

It's exciting to see all our plans for Newark Hospital come to fruition and we are very grateful to the team at Newark and Sherwood District Council.

Newark Hospital team goes the extra mile for patient's birthday

The Theatres team at Newark Hospital took a few minutes out from their busy surgery list recently to help a patient celebrate their 101st birthday, as patient Eileen Milner, who was at Newark Hospital for a minor operation, turned 101 on Saturday 23 September.

Consultant Plastic Surgeon Ciaran O'Boyle surprised Eileen with a cake as members of the Theatres team sang Happy Birthday.

This is another great example of how our colleagues go the extra mile for our patients – and for one another. These lovely photographs really pulled on our heartstrings and reminded us just how valued Newark Hospital and our colleagues who work there are to our local communities.

We want more people to be like Eileen and receive their treatment at Newark Hospital.

With an ever-increasing range of outpatient appointments, procedures and operations available at Newark, we will be asking as many patients as possible to 'Ask for Newark' when being referred for hospital treatment by their GP and practice team.



Weekend appointments at Newark Hospital providing a success for patients

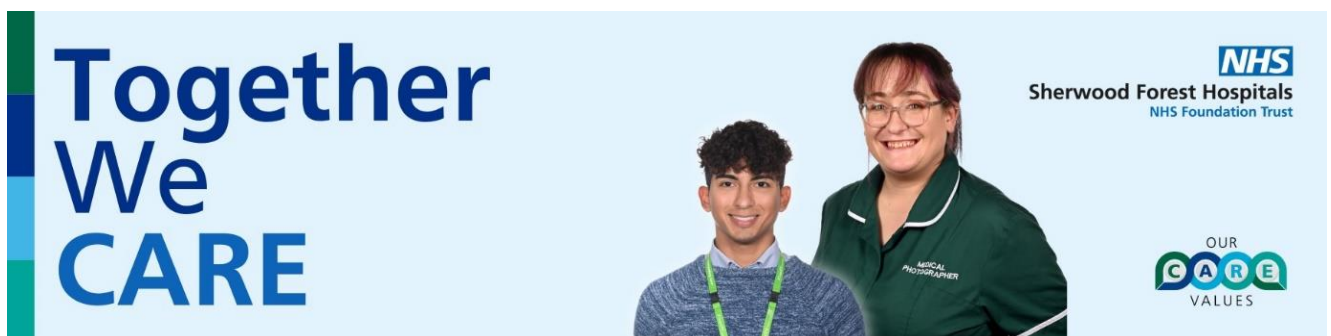
Patients are benefiting from more convenient appointments ahead of their planned operations, as part of our ongoing commitment to making Newark Hospital a valued and vibrant asset for local people.

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.

Other updates from across our hospitals



Reiterating our commitment to our Trust 'CARE' values

At recent meetings of our Board of Directors, we have spoken about the importance of ensuring we are properly supporting our colleagues as seasonal pressures across our hospitals intensify.

We recognise that it is really tough at the moment with so many competing pressures, especially after having worked under sustained operational pressure for such a long period of time.

This is precisely why we are keen to keep our 'CARE' values at the front of our thoughts as those pressures intensify as winter approaches. Those values will help steer us in continuing to be:

- C - Communicating and working together
- A - Aspiring and improving
- R – Respectful, inclusive and caring
- E - Efficient and safe

Our CARE values have been shaped through engagement with colleagues, patients, service users and volunteers to set out our ambition to provide outstanding care to the communities we serve and to support one another.

Now more than ever, it is important that we remind ourselves of our CARE values and why it is so important that we all behave in line with them.

And while we know that the vast majority of our colleagues live and breathe those CARE values every day, we know there are occasions when those values are not as visible as they could be and – in some cases – are not being followed.

In October, we have launched a Trust-wide campaign to underline the importance of those values to us all here at Sherwood. The campaign features real members of #TeamSFH telling their stories of what the values mean to them, as well as encouraging as many colleagues as possible to make their own pledges to live those 'CARE' values.

That pledge is something that I have personally made over the past month and, at our November Board meeting, it is something that I will be encouraging as many members of our Board of Directors and Council of Governors to join me on.

[Members of our Council of Governors can join me in making their pledge via the online form here.](#)

Our work is progressing to bring Nottinghamshire's first Community Diagnostics Centre (CDC) to our area

Our work to bring the county's first Community Diagnostics Centre (CDC) to our area has continued over recent months.

The latest developments have focused on the roll-out of almost 500 health checks each week, as part of a programme of 'accelerated activity' that is helping to bring these health checks to our area longer before the full Centre is due to open its doors.

In October, we made up to 255 additional blood tests available each week at Mansfield Community Hospital. Those sessions were initially offered at drop-in clinics but have now been made available as pre-bookable appointments.

As part of this same programme of accelerated activity, we have also made a further 130 scans available each week at a mobile unit that has been installed at the privately-run Nottingham Road Clinic in Mansfield.



By the end of 2023, the Trust is expecting to have launched a total of up to 500 of these 'accelerated' health checks each week.

The full multimillion pound Community Diagnostics Centre is expected to open its doors to patients in 2025, where it will run where a derelict building currently stands alongside Mansfield Community Hospital in Stockwell Gate.

As well as delivering tens of thousands of additional health checks each month, the Centre will also create 120 jobs for local people in a range of clinical and non-clinical roles.

The Improvement Faculty hosts visit from NHS England's National Director for Transformation and Digital

We were delighted to welcome Dr Vin Diwakar to our hospitals on Friday 20 October to showcase some of the brilliant work that the Trust is involved in around research, informatics, digital, personalisation, transformation, improvement and patient safety.

As well as being a practising Paediatrician, Dr Diwakar is also the Medical Director for Transformation in NHS England's National Transformation Directorate. He also leads on the secondary care portfolio in the National Improvement Directorate.

Dr Diwakar provides clinical leadership to national improvement and transformation programmes, including those which use improvement science, technology, digital and data.

The visit was arranged to provide Dr Diwakar with an insight into how the Trust works, after Sherwood was recommended to him as a place to visit. Dr Diwakar was extremely impressed with both the scale of the work the Trust is involved in, as well as the passion of those who are leading these areas.

He particularly enjoyed speaking with patients and clinicians during the day and noted the extremely friendly welcome he received from all colleagues across the Trust.

Thank you to everyone across the Trust who helped to make this visit possible – and showcase your brilliant work in the best possible light!



Sherwood receives National Joint Registry (NJR) Quality Data Provider Scheme Award, in recognition of our commitment to patient safety

We have been celebrating being acknowledged for our commitment to patient safety for the seventh year running, after receiving the National Joint Registry (NJR) Quality Data Provider Scheme award.

The award recognises hospitals that consistently provide accurate data that help to improve patient safety, standards in quality of care and overall cost-effectiveness in joint replacement surgery.

To gain this recognition, the Trust has had to meet several specific requirements regarding the data they provide.

Only hospitals that meet the strict targets outlined by the NJR are awarded the NJR Quality Data Provider Certificate. We are proud that Sherwood Forest Hospitals Trust has achieved scores of 90% or above for seven years in a row.

Since 2003, NJR has collected information about joint operations to improve patient safety and support clinicians and suppliers. It collects and analyses data about joint replacement surgery to improve service quality and deliver timely warnings on issues relating to patient safety. This means the Trust will be contacted by the NJR and advised to contact the patient immediately if issues arise with a joint implant.

The Orthopaedic Team at the Trust are particularly pleased that all their hard work throughout the year has paid off.



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.