

## Council of Governors Meeting - Cover Sheet

<b>Subject:</b>	Chief Executive's Report	<b>Date:</b> 13 August 2019		
<b>Prepared By:</b>	Robin Smith, Acting Head of Communications			
<b>Approved By:</b>	Richard Mitchell, Chief Executive			
<b>Presented By:</b>	Richard Mitchell, Chief Executive			
<b>Purpose</b>				
To update on key events and information from the last month			<b>Approval</b>	
			<b>Assurance</b>	X
			<b>Update</b>	
			<b>Consider</b>	
<b>Strategic Objectives</b>				
<b>To provide outstanding</b>	<b>To promote and support health and wellbeing</b>	<b>To maximise the potential of our workforce</b>	<b>To continuously learn and improve</b>	<b>To achieve better value</b>
X	X	X	X	X
<b>Overall Level of Assurance</b>				
	<b>Significant</b>	<b>Sufficient</b>	<b>Limited</b>	<b>None</b>
			X	
<b>Risks/Issues</b>				
<b>Financial</b>				
<b>Patient Impact</b>				
<b>Staff Impact</b>				
<b>Services</b>				
<b>Reputational</b>				
<b>Committees/groups where this item has been presented before</b>				
N/a				
<b>Executive Summary</b>				
<p>An update regarding some of the most noteworthy events and items over the past quarter from the Chief Executive's perspective:</p> <ul style="list-style-type: none"> <li>• Overall update</li> <li>• Wider SFH news</li> <li>• Wider NHS update</li> <li>• Next month at SFH</li> </ul>				

## Chief Executive Report – August 2019

A version of the below went to Public Trust Board on 1 August 2019.

### Overall update

Please find the latest harm information below:

	Monthly figure	Year to date figure
C Diff	5	9
MRSA	0	0
Ecoli	4	10
Grade 4 avoidable Healthcare Associated Pressure Ulcers	0	0
Falls which cause moderate, severe or catastrophic harm	0	1
Never events	0	0
Total	9	20

**Quarter one** has been a very busy quarter with the increase in activity on all patient pathways seen over the last 12 months continuing. Of the four domains we review in the SOF, organisational health, patient safety, quality and experience, access/ performance and finance, it is apparent that access/ performance has been the one most impacted by the high levels of demand.

Despite lots of effort within the Trust and outside, we have seen a material impact on our emergency care access standard. With commissioners and Nottinghamshire Healthcare NHS Trust we have jointly completed a review of the “drivers of demand”. This identifies actions we need to be taking within Sherwood and actions we need partners to take, in particular greater actions around demand management and improving community capacity. This report will come back to Board next month.

Our elective care and diagnostics standards remain relatively strong although growing concerns about the impact of the national pensions problem may impact on these standards over the coming months. Our cancer performance has deteriorated over the last couple of months, and we are working with Nottingham University Hospitals NHS Trust and commissioners through the Nottingham and Nottinghamshire Integrated Care System to identify ways we can improve this pathway, in particular time to diagnostic. No patients have come to harm as a result of waiting times but we recognise, that despite the growing levels of activity, there is more we can do.

More positively, our indicators of patient safety, quality and experience remain positive, although there is growing evidence that colleagues are tired. Evidence of fatigue is apparent as colleagues have been working exceptionally hard for a long time now. It is important we continue to do all we can to support our colleagues.

Sickness absence remains slightly higher than plan whilst other workforce metrics are positive. We are beginning to see the positive impact of our overseas nurses who are most welcome at Sherwood.

Financially we are on plan after the first quarter although the risk of an increased financial improvement target over the remaining three quarters of the year is high. We have taken steps at the back end of Q1 to change how the financial improvement function works. Whilst these actions worked well last year, we must ensure we focus even more intently this year on delivering our financial plan, whilst maintaining quality and access. It is disappointing to find ourselves yet again behind on our financial improvement plan.

The best organisations deliver all of the above consistently and this continues to be what we are aiming to do. More detail on all of this is in our quarterly SOF [available on our website](#).

Whilst we remain so busy, I recognise there will be concerns about us being able to also deliver on our commitments as a **buddy** for Queen Elizabeth Hospital King’s Lynn NHS FT and our system work within the local **ICP** and **ICS**. I believe it is possible to deliver effectively on all of this but I will continue to check with the Executive Team and the Senior Leadership Team, that we are not overstretching ourselves and I provide regular updates to Trust Board on this.

We continue to have regular conversations with the **CQC**, and I am optimistic that we will get the opportunity to welcome them to our sites for an inspection before Christmas.

**Capital Plan 2019/20**

The Trust has a capital expenditure plan of £10.8m for 2019/20, including planned investments in estates and equipment (£5.9m) and information technology (£4.9m). Significant schemes include:

Estates & Equipment	IT
<ul style="list-style-type: none"> <li>• Routine Building Works (£1.6m)</li> <li>• Lifecycle Replacement (£1.5m)</li> <li>• Medical Equipment (£1.2m)</li> <li>• Gamma Camera (£0.4m)</li> <li>• Fire Safety (£0.4m)</li> </ul>	<ul style="list-style-type: none"> <li>• e-prescribing (£1.4m)</li> <li>• Winpath (£1.0m)</li> <li>• Laptop &amp; PC Replacement - Windows 10 (£0.8m)</li> <li>• Cyber Security (£0.3m)</li> <li>• Digitisation (£0.3m)</li> </ul>

The Trust has reported capital expenditure of £0.5m to the end of June 2019, which is in-line with the plan for Quarter 1.

## Wider SFH news

### **SFH Chair John MacDonald appointed Chair of Joined Up Care Derbyshire - John's role at Sherwood remains unchanged -**

We are pleased to announce our Chair, John MacDonald, is to take up an additional role as the Independent Chair for the Derbyshire Sustainability and Transformation Partnership (STP) known as "Joined Up Care Derbyshire". John will take up his position with Joined Up Care Derbyshire in August, his appointment following a national recruitment process. John's new role will not change his responsibilities as Chair of Sherwood Forest Hospitals NHS Foundation Trust.

"I would like to congratulate John on his appointment to this high profile and important position. John is a fantastic Chair and person and I am not surprised they wanted someone of his calibre to take on this senior leadership position. I want to take this opportunity to reassure all colleagues that John will continue to give the same level of focus and input to Sherwood that we have become accustomed to during his tenure as Chair of TeamSFH.

"We are working closely with partners in Nottinghamshire through the Nottingham and Nottinghamshire Integrated Care System (ICS) and our Mid Notts Integrated Care Partnership (ICP) and I am sure we will benefit from more shared learning at a very senior level, from another health and social care system in the East Midlands. I believe John's appointment not only reflects well on him but also what we have achieved and will continue to achieve here."

### **Chief Nurse, Suzanne Banks to retire**

It is with personal regret but the warmest of wishes that I announced Suzanne Banks, our fantastic Chief Nurse, will be retiring at the end of this year. I know this decision has not been an easy one, but Suzanne can leave here with huge pride and satisfaction in what she and her team have achieved. Suzanne first came to Sherwood in November 2015 and was part of the Executive Leadership Team who supported the teams at Sherwood to drive forward improvements and move out of special measures as a Trust. Suzanne returned to Sherwood in February 2017 having spent six months as Chief Nurse at St George's University Hospital in Tooting.

Since February 2017 Suzanne has achieved record levels of recruitment to nursing, midwifery and AHPs roles, raised the profile of our AHP workforce through the appointment of two substantive Associate Chief AHPs, improved quality, safety and patient experience, led on local, regional and has nationally work on menopause awareness and has delivered with local health and social care partners incredibly important work to some of the most vulnerable members of society through the Street Health work. In April 2018 the CQC rated us as Good Overall and Outstanding for Care which is further evidence of the progress Suzanne and others have delivered.

Suzanne's caring and thoughtful approach, not only for patients, but also colleagues at Sherwood is apparent in everything she does. She is a very highly thought of senior leader within the Trust and beyond and I am grateful for her support, encouragement, kindness and advice over the last two years. We are undoubtedly a safer organisation because of Suzanne.

Regarding the recruitment for our new Chief Nurse, the advert closed on Friday 2 August and I contacted all candidates on Tuesday 6 August. We had a fantastic response with 13 candidates applying for the job. I am really pleased with the calibre of candidates we have shortlisted and the interviews will be on Wednesday 28 August and Wednesday 4 September. I am confident we will be able to appoint and will have our new Chief Nurse in at the beginning of December at the latest. Suzanne's last day at Sherwood is the end of December 2019.

### **HR and OD Director, Julie Bacon retires**

It is with sadness I am also announcing Julie Bacon, Executive Director of HR and OD has decided to retire. Julie joined the NHS as an HR Director in 1991. In 2005, she became a professional interim, which she did for the next 10 years. In March 2016, Julie joined us as an interim and she enjoyed working here so much, she decided to stay and accept the substantive post. Julie made a huge contribution to the Trust over the three years she has been here and she was thrilled when we were rated "Good" by the CQC.

Julie says "I have always felt proud to work at Sherwood Forest Hospitals. I am frequently overwhelmed by the care and compassion of our staff. It has been a privilege to lead the HR and OD Directorate and to work with a first-class executive team. I will miss everyone, but feel that at 58, this is the right decision for me".

I recognise this is the second change to the executive team in the last couple of months. Some of you may be worried about this given the high turnover of senior leaders in the Trust in the years up to 2016. Please do not worry; we are in a very different position now and we have much greater stability as an organisation and as a team. As with Suzanne's decision, Julie and I have been in conversation about this for a while and I am confident we will be able to recruit a fantastic replacement.

The timeline for Julie's replacement is:

- Job goes live: Week commencing 12 August – we will not use a recruitment firm because I believe the job and the Trust will "sell itself". The process will be absolutely open, fair and transparent and I want to attract a large field of strong candidates.
- Job closes: Friday 6 September.
- All candidates contacted to confirm if they have made the shortlist: COP Tuesday 10 September.
- Interviews: Tuesday 24 September. I will recommend all candidates being interviewed visit the Trust at least once before their interview.

### **Succession planning**

Our process for replacing Suzanne forms part of the succession planning work that has been carried out over the last 12 months. For the last nine months we have had succession plans in place for all of our Executive roles with papers going to Remuneration Committee in January and August 2019. These included details on the plans to second Peter Wozencroft (Director of Strategic Planning and Commercial Development) and Kerry Beadling-Barron (Head of Communications) to the ICP, as well as plans for recruiting a new Chief Nurse following Suzanne's retirement.

### **Staff Excellence Awards**

We have opened the nomination period for our Annual Staff Excellence Awards, and are encouraging colleagues, patients and service users to nominate a member of staff, team or volunteer who goes above and beyond the call of duty and has made a positive impact on our services, patients and colleagues.

There are 19 awards on offer to teams and individuals in all roles across the Trust, eight of which are based on our Trust CARE values and the others are special categories. There is also a category open to patients and the public to nominate a member of staff or a team who has given them outstanding care or service, we're running the People's Award in conjunction with the Chad again this year.

The last two awards evenings are amongst some of my favourite memories of the last two years and I am very much looking forward to the event later this year. Nominations close on Friday 6 September 2019 at 5pm.

### **Car Parking**

Following feedback from the 2018/19 staff survey, numerous complaints and to promote greener travel options, I have been working with staff side representatives and senior leaders at Sherwood to look at ways to improve car parking for colleagues at Sherwood. We aim to make it easier to park at King's Mill Hospital (KMH) and Newark Hospital by; reducing the number of permits in circulation, making it easier for colleagues to car share, walk, cycle or take public transport to work; and changing the way we use our car parks.

We have communicated how this will work internally, and have committed to a new system being in place for 30 September 2019.

### **IT Update**

I am happy to announce we are beginning work on our digital strategy to ensure the focus is on making the right information easily available to the right people at the right time. Our Trust vision which launched in April – "Healthier Communities and Outstanding Care For All" – includes the commitment over the next five years to make the best use of information and digital technology. Over the next two months there will be a wide variety of engagement sessions for all to contribute, to ensure we produce both a strategy and the underlying plans that support the delivery of our vision. I hope the output will be a clear statement of intent confirming what we can do in the next five years and how we intend to get there.

In recent weeks we have had ongoing discussions about the challenges we have had around access to fast, consistent Wi-Fi I am told corporate Wi-Fi has improved and we now have better corporate Wi-Fi coverage. We have also been working with Wi-Fi Spark who provide the public Wi-Fi network and two changes are now happening.

- An additional staff Wi-Fi network is being installed, which will be exclusively for staff personal mobiles. We aim to install this by September 2019.
- Wi-Fi spark are also looking into the issues that have been experienced with intermittent Wi-Fi and drop outs so patients and staff who choose to use this Wi-Fi network, will have a much better experience

### **Wider NHS update**

Key updates since last Board are:

- The Department of Health and Social Care launched its NHS Pension Scheme: proposed flexibility consultation on Monday 22 July. The consultation will run for 12 weeks.
- NHS England and NHS Improvement have appointed Professor Em Wilkinson-Brice to the role of Deputy Chief People Officer. The new position will play a leading role in supporting delivery of the [NHS Long Term Plan](#), by developing and implementing the NHS' People Plan due to be published towards the end of the year, which will help the NHS become a better place to work for staff, improve leadership culture, and boost recruitment in key roles.

### **Next month at SFH**

We will be finalising our annual Winter Plan, which will come to Board in September for approval. We will hold the interviews for our new Chief Nurse, and will continue to seek nominations for the Staff Excellence Awards.

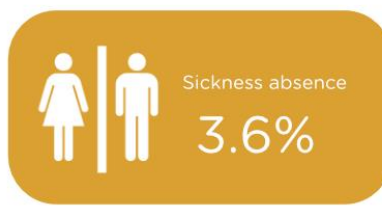
Appendix A: Performance Infographic

June performance figures, presented at Board on 1 August 2019

#TeamSFH  
@SFHFT

Sherwood Forest Hospitals  
NHS Foundation Trust

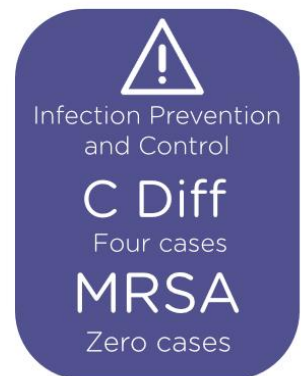
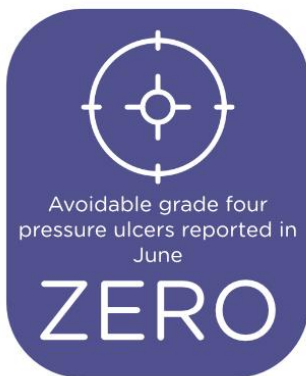
# Workforce



#TeamSFH  
@SFHFT

Sherwood Forest Hospitals  
NHS Foundation Trust

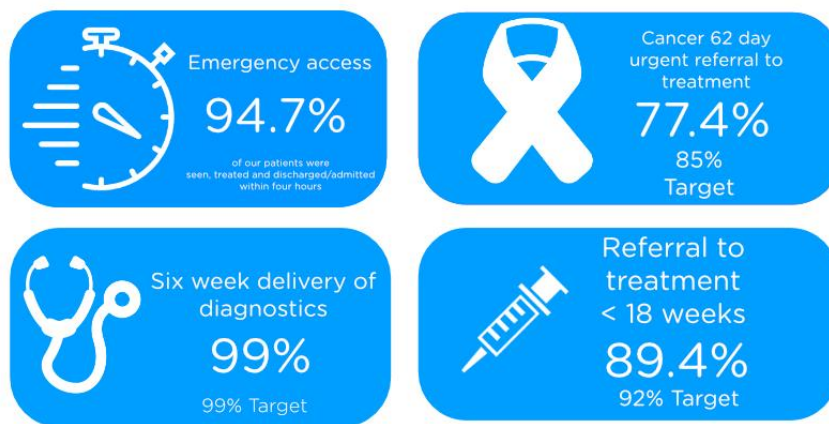
# Quality





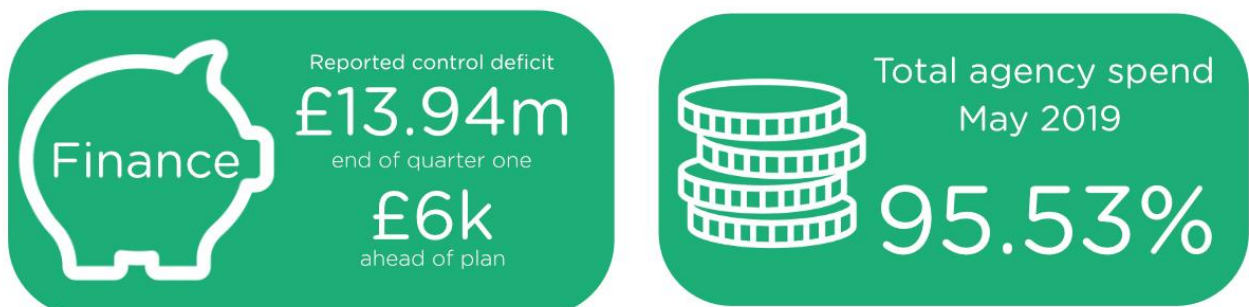
#TeamSFH  
@SFHFT

# Access



#TeamSFH  
@SFHFT

# Finance



## **Appendix B**

### **Mid-Nottinghamshire Integrated Care Partnership Board Update – July 2019**

Below is a summary of the key discussions and decisions taken at the latest Mid-Nottinghamshire ICP Board which met on 9<sup>th</sup> July 2019.

#### **ICS Outcomes Framework and the Links to the Approach to Prevention and Tackling Inequalities at a PCN Level**

Members discussed presentations on the ICS outcomes framework and how this related to tackling inequalities at a PCN level.

Board members were keen to have the opportunity to influence the Framework, and recognised the need to ensure that interventions at a place level align to the measures set out within the Framework. It was also observed that some of the objectives within the Framework would take a long time to evidence change and improvement and highlighted the need to incorporate interim progress measures to demonstrate impact.

District Councils recognised the relevance of the Outcomes Framework to the priority areas in their Corporate Plans.

The Chair advised members that the Outcomes Framework would be submitted to the November 2019 meeting of the Board for further discussion.

#### **ICP Transformation Funding**

Following discussions at the previous ICP Board and the Transformation Board, the ICP Board approved the 2019/20 Mid-Nottinghamshire Transformation Resource Proposal.

#### **ICP Plan update**

The latest version of the ICP Vision document was presented to the Board and members asked whether they felt it reflected the direction of travel for the ICP Board and to consider how the objectives would be decided.

A discussion ensued and members raised comments around the timing of the ICP Vision, clarity around the target audience and the need to ensure alignment with other plans across the patch, particularly the ICS Five Year Plan.

These were acknowledged and it was explained that one of the key reasons for developing the ICP Vision was to support the PCNs and that the ICP Vision would have a local narrative that focussed on the needs of the local population. This document has a local specificity that would have meaning to the front line staff across Mid-Nottinghamshire.

It was agreed it would be beneficial for ICP Board members to have another opportunity to comment on the document prior to approval of a condensed ICP Vision in August 2019 and the full ICP Vision in September 2019.

### **Approaches to Engagement**

A presentation from Ashfield District Council on Integrated Locality Working in Ashfield demonstrated the positive social and financial benefit that collaborative, multi-agency working had had on citizens in the New Cross area of Ashfield.

This approach illustrated why the engagement principles were needed and why local citizens needed to be engaged in the re-design of services.

The Board agreed that in future it would meet in public and five key engagement principles:

Principle
1. We will change the culture of our organisations, so that engagement becomes business as usual and staff are empowered and enabled to engage collectively with residents.
2. We will communicate in an open and transparent way about what we plan and achieve together (including what we are unable to achieve).
3. We will listen to local residents in their communities and 'place' to help us to understand our local communities and provide honest feedback ('you said, we did') so that we and they can see the impact of their voice.
4. We will use the voice of residents and learn from other areas to inform the development of new models and services following a best practice approach.
5. We will work in a connected way, using each organisation's existing networks and resources as well as local groups and voluntary and community sector organisations to support communications and engagement activity.

### **Carers Innovation Fund**

Nottinghamshire County Council is pulling together a bid for the attached and ICP partners and community and voluntary groups will be approached to see if they wish to join and strengthen the bid.

The next ICP meeting will take place on August 13 and key issues for discussion will be agreeing the high level ICP vision and place based engagement.

## Appendix C



# Integrated Care System

Nottingham & Nottinghamshire

## ICS Board Summary Briefing – July 2019

*Please find below the Nottingham and Nottinghamshire Integrated Care System (ICS) update following the ICS Board on 12<sup>th</sup> July 2019. Please ensure this is cascaded to Governing Boards/Bodies, Management Teams and other key stakeholders and teams across your respective organisations. Minutes from the ICS Board held on 13<sup>th</sup> June 2019 will shortly be published on the system's website – <http://www.stpnotts.org.uk/ics-board>.*

### Introduction

The Vice-Chair of the ICS, Jon Towler, welcomed a number of citizens and staff from across the system to Board meeting – reminding colleagues that the meeting was held in public and all the papers for the meeting are available at [www.stpnotts.org.uk/ics-board](http://www.stpnotts.org.uk/ics-board). Patients, citizens and staff from organisations across the system are always welcome to the Board to hear the discussions.

### Patient Story – End of Life Care

The Board received and discussed a presentation on the work in Mid Notts supporting End of Life Care. The patient at the centre of this example had a terminal diagnosis of lung cancer and was cared for by her husband. Through an integrated approach across the hospital, hospice and community services, including night-time respite care, the patient was able to live out their final days in the preferred location and their carer was supported to ensure their wellbeing was not compromised. The Board recognised and thanked the teams working on this powerful approach and discussed ways in which it could be implemented across other areas of the ICS, including integrating with social care services from Local Authorities.

### ICS Outcomes Framework

Further to discussions at the Board in March and April, the Board received an update on the work developing the ICS's Outcomes Framework, or in simple terms, what difference will the ICS make to the citizens, patients and staff of Nottingham and Nottinghamshire in the future. This latest paper proposed a way of measuring the detailed progress against the previously agreed ambitions and outcomes. Through collaborative work between analytical teams at the CCG, the NHS providers and local authority colleagues, 73 'measures' have been developed that can be reported on at varying frequencies across the year. This will enable a regular assessment of the impact of the work of the ICS. The Board received and strongly endorsed a prototype dashboard of three of the measures and asked for a further update at the September meeting. [The ICS Outcomes Framework can be viewed here.](#)

## **ICS Strategy – IM&T, Digitisation and Analytics**

As one of the key enabling changes for the ICS's strategy, the Board welcomed an update from the ICS's Director of Strategy on data, analytics, intelligence and digital technology. The Board was keen to see bold action in this arena, building on the successful delivery to date from the Connected Nottinghamshire programme. In particular, finding a way to bolster capability in the Population Health Management arena and to find a way to free up analyst resources to focus on system-level work without compromising on mandatory data delivery were identified as priorities. Dr Andy Haynes, the ICS's Clinical Director, agreed to be the Senior Responsible Officer for this workstream.

## **ICP Updates, Resources and Transformation Funding**

In June, Executive Leads for the City and South Notts Integrated Care Providers were announced. The three ICPs are therefore led as follows;

- Mid Notts ICP: Richard Mitchell, Chief Executive of Sherwood Forest Hospitals Foundation Trust. (Appointed November 2018)
- South Notts ICP: John Brewin, Chief Executive of Nottinghamshire Healthcare NHS Trust.
- City ICP: Ian Curryer, Chief Executive of Nottingham City Council.

The Board received an update from all three ICPs and discussed the City update in further detail. In order to support the work of the ICPs and underpin the delivery of the work of the ICS, the Board discussed two further topics this month: the way in which CCG colleagues will be oriented to support the ICPs and; the allocation of transformation funding to the ICPs.

Amanda Sullivan, Accountable Officer for the Nottingham and Nottinghamshire CCGs presented an indicative allocation of roles currently in the CCG into one of three future levels: strategic commissioner (system), ICP (place) and PCN (neighbourhood). The Board welcomed this initial view and colleagues agreed to discuss further over the summer, taking into account: the CCG restructure consultation, pending national guidance on the resourcing of ICPs and potential resources from providers to move into ICPs. A further paper will come to the Board in October.

Also on this topic, the ICS's Director of Finance presented the outcome of the applications from the ICPs for a share of the £5m of Transformation Funding allocated to Nottingham and Nottinghamshire as part of the support package for being an ICS. Each ICP discussed this opportunity across May and June and the applications presented to the Board were a result of these local discussions but also reflected a number of schemes that were combined across two or three of the ICPs. All the proposed schemes were approved by the Board thus unlocking the money to deliver projects including;

- £1.1m for improvements to community beds and GP support services in the City and South Notts area to enable more people to be cared for closer to home, supporting their recovery and reducing pressure on hospital beds at NUH.

- £0.4m for improvements to outpatient services in Mid Notts including making sure that new technology is used effectively and that doctors across the area are working to the same protocols and systems.
- £0.4m to support the roll-out of the Primary Care Psychological Medicine service across South Notts, building on the strong work from the Rushcliffe pilot. The Board heard a patient story on the impact of this service in the June meeting.

The full list of the approved projects can be seen in the public Board papers.

### **Performance Deep Dive – Cancer**

In response to the recent challenging performance in cancer services, the Board welcomed a report from the ICS's Programme Director for Cancer. Nottingham and Nottinghamshire is no different to the rest of the country in experiencing a significant increase in demand for cancer services as part of the national strategy to drive for better and earlier diagnosis. This has been compounded by local workforce challenges and, in recent months, the national NHS Pensions issue affecting the availability of senior clinicians. The Board welcomed the detail of the update presented and agreed to convene a smaller group of senior leaders from across the ICS to identify further actions to improve performance.

***Wendy Saviour,***  
***Managing Director, Nottingham and Nottinghamshire ICS***