

## Board of Directors Meeting in Public - Cover Sheet

<b>Subject:</b>	Deputy Chief Executive's Report		<b>Date:</b> 5 December 2019	
<b>Prepared By:</b>	Robin Smith, Acting Head of Communications			
<b>Approved By:</b>	Paul Robinson, Chief Financial Officer and Deputy Chief Executive			
<b>Presented By:</b>	Paul Robinson, Chief Financial Officer and Deputy 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 care</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 month from the Deputy Chief Executive's perspective:</p> <ul style="list-style-type: none"> <li>• Overall update</li> <li>• Wider SFH news</li> <li>• Next month at SFH</li> </ul>				

## Chief Executive Report – December 2019

### Overall update

Please find the latest harm information below:

	Monthly figure	Year to date figure
C Diff	3	25
MRSA	0	0
E Coli	2	25
Grade 4 avoidable Healthcare Associated Pressure Ulcers	0	0
Falls which cause moderate, severe or catastrophic harm	5	10
Never events	0	1
Total	10	61

Further information about the above is included in the Single Oversight Framework Performance Report. Appendix A details how we performed in October against our high level metrics for workforce, quality, access and finance.

The executive team and I visited the following areas, amongst others in October:

- King’s Mill Hospital and Mansfield Community Hospital; Ante Natal Clinic, Critical Care, Diagnostics, Emergency Department, Lyndhurst Ward, NHIS, Outpatients Clinics 1, 2, 3, 4, 5, 6, 7, 12 & 14, PMO, Stoma, Theatres, and Wards 11, 12 and 44.
- Newark Hospital; Newark Community Hub, Newark General Office, Sconce Ward, Urgent Care Centre

### Wider Sherwood news

#### Care Quality Commission

We continue to engage with the Care Quality Commission ahead of what we hope will be an inspection early in the new year. Thank you to the colleagues who took the opportunity last month to attend the staff drop in session held by the CQC, there will be two more sessions which we have been publicising on Monday 16 December – we everyone to attend and have an honest conversation with the CQC.

As Richard has said previously, we believe the CQC will find multiple improvements since 2018 and we do not need to evidence anything other than what we do on a day to day basis.

#### Staff Excellence Awards 2019

I was very pleased to attend the annual Staff Excellence Awards on Friday 8 November, and would like to add my congratulations to everyone who was nominated, shortlisted or won an award.

An activities coordinator who works on the stroke ward at King's Mill Hospital and always goes the extra mile has picked up an award at Sherwood Forest Hospitals' annual Staff Excellence Awards after she was nominated by a patients' family member.

Anita Edwards was awarded The People's Award, which was nominated for by members of the public and patients. It was one of 19 awards that were given out on Friday evening to staff who work at King's Mill Hospital, Mansfield Community Hospital and Newark Hospital to celebrate their achievements and dedication to delivering outstanding care and service to patients.

Anita was nominated by Kate Phillips, whose mother suffered a stroke and was under Anita's care at King's Mill Hospital over her birthday. In her nomination she described Anita as someone who 'never fails to raise everyone's spirits by creating a fun and lively environment'. She said: "Anita creates opportunities for patients to join in individually and in groups, whether it be blow drying their hair or running their lunch club or games. Everything is tailored to the likes and interests of the patients on the ward at the time.

"Anita discovered a lady had her dominoes with her and this quickly ended up being a game the whole bay joined in with, keeping the patients entertained. If it's a patients birthday, she'll arrange a pamper session for them.

"It can be a difficult time for relatives and often frightening and uncertain, but the little pockets of normality that Anita is able to bring into their days is hugely appreciated and well worth the recognition."

Anita said: "I was absolutely stunned when I was announced as the winner. I haven't the words to explain how I feel! It was quite unexpected as I just do what I do in my role, but it makes me feel proud and it's lovely that a patient's family member took the time to give feedback and make a nomination. It's an amazing feeling for any member of staff to receive this kind of feedback, never mind win an award!"

### **Sherwood Forest Hospitals appoints Dr David Selwyn as Medical Director**

This month we have been pleased to announce that Dr David Selwyn has been appointed our new Medical Director. Richard Mitchell, Chief Executive said:

"I am delighted to confirm Dr Dave Selwyn has been appointed as our new Medical Director. We interviewed four candidates with a panel was chaired by John MacDonald, Trust Chair, and also had Barbara Brady (Non-Executive Director), Nigel Sturrock (NHS Improvement Regional Medical Director), Clare Teeney (SFH Director of People) and me on it and we unanimously agreed, after listening to stakeholder feedback and the interviews, that Dave was the outstanding candidate.

"Dave will be an excellent addition to the executive team and I have really enjoyed getting to know him and working with him over the last couple of months whilst he has been on secondment at SFH in the Deputy Medical Director role. Dave's first official day as Medical Director will be Monday 9 December which is also when Julie Hogg, new Chief Nurse joins us. I know Dave will want to work closely with the Medical Director's office, Clinical Chairs, medical consultants and wider medical and non-medical clinical staff, Julie Hogg, Simon Barton (Chief Operating Officer) and other colleagues to make Sherwood the best possible place to work and receive care.

Dr Selwyn added:

“I have thoroughly enjoyed my time at Sherwood so far, so am absolutely thrilled to be appointed as our new Medical Director, and I look forward to SFH continuing on its journey of providing outstanding personalised care. I would like to pay tribute to the exceptional work that Andy Haynes has achieved during his time as SFH Medical Director and am excited to build on and further develop these achievements as we continue to work together to establish better outcomes and healthy lifestyles for our patients across the Nottingham and Nottinghamshire Integrated Care System.”

### **SFH Executive Team**

Following the announcement of our new Medical Director, we have now completed our recruitment to three key Executive posts with all three colleagues joining us on Monday 9 December. To confirm, we will be welcoming: Dr David Selwyn as Medical Director, Julie Hogg as Chief Nurse, and Emma Challans as Director of Culture and Improvement.

I am looking forward to working with all three and believe that they will all help drive the organisation forward in the coming months and years.

It has also been announced that I will be taking on the role of Finance Director for the Nottingham and Nottinghamshire Integrated Care System. This begins on 12<sup>th</sup> December and is for 2 days each week.

I could also not let this opportunity pass without once again thanking both Dr Andy Haynes and Suzanne Banks, who have been fantastic colleagues and leaders within the organisation, and who leave a huge legacy behind them. We wish you both all the best in your future lives.

### **Political visitors**

During November we had two high profile visits from senior political figures, the Prime Minister Boris Johnson was at Sherwood on Friday 8 November, and the Shadow Health Secretary Jo Ashworth visited on Tuesday 12 November. In both instances our visitors met with members of our Board and then met with colleagues on Ward 36 and Maternity respectively. Thank you to everyone who was involved in welcoming them to the Trust. I believe that these visits are positive for the overall profile of the Trust, and they were good opportunities for us to talk to very senior figures about some of the things we are most proud of, as well as to raise some of things that would help us improve further, including the need for capital to improve some of our estate, and the challenges we face around our PFI deal.

### **Staff survey and Flu**

We have continued to put significant focus on two key staff-facing initiatives in the course of this month, we have been encouraging as many frontline and non-frontline colleagues as possible to take up the opportunity to have the annual flu vaccination in order to protect themselves, patients and the wider community. We have started to see cases of flu in the community, so I am really pleased to see that at the most recent count, 81.2% of frontline staff have had the vaccination, which is a great response and at the time of writing is the second best rate of 41 Trusts across the Midlands and East region. Anyone who hasn't yet had the jab is urged to consider getting themselves vaccinated.

We have also done very well in relation to the number of colleagues who have completed the annual NHS Staff Survey – the survey closed on Friday 29 November, and at the time of writing a couple of days prior to that we had a response rate of 64%, which is excellent. We have been encouraging all staff to have their say.

### **Next month at Sherwood**

We expect our winter plan to be fully up and running, and we will be focussing operationally on doing everything we can to ensure patients are safe this winter. There will also be a number of events in the run up to Christmas. We will continue to ensure as many clinical and non-clinical colleagues choose to receive the flu vaccination to help protect themselves, our patients and the wider community.

#TeamSFH  
@SFHFT

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NHS Foundation Trust

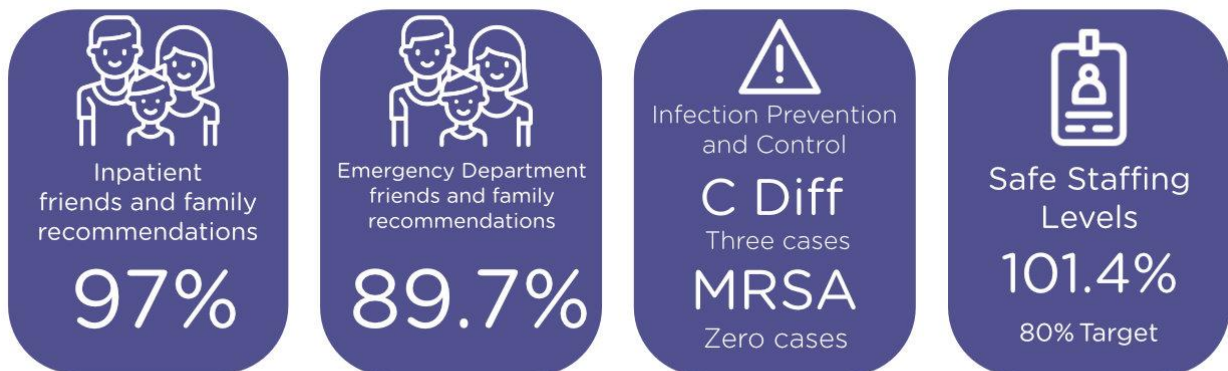
# Workforce



#TeamSFH  
@SFHFT

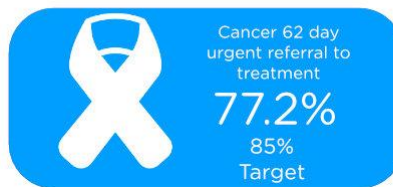
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# Quality



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# Access



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# Finance





## Appendix B



Please find below the Nottingham and Nottinghamshire Integrated Care System (ICS) update following the ICS Board on 7<sup>th</sup> November. 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 9<sup>th</sup> October 2019 will shortly be published on the system's website – <https://healthandcarenotts.co.uk/about-us/ics-board/>

### Introduction

The Chair of the ICS, David Pearson, welcomed a number of citizens and staff from across the system to the Board meeting – reminding colleagues that the meeting was held in public and all the papers for the meeting are available at <https://healthandcarenotts.co.uk/about-us/ics-board/>. Patients, citizens and staff from organisations across the system are always welcome to the Board to hear the discussions.

### Patient Story – Pain Management

The Board welcomed Dr Greg Hobbs, Consultant in Pain Medicine from Primary Integrated Community Services (PICS) and his colleagues to the meeting to discuss the transformation of community pain services. Two patients, Ian and Leanne, shared their own experiences of the service and how it helped them to manage their pain differently – taking in support for their mental as well as their physical health and also touching on employment support and social interactions. The transformed pathway has significantly improved patient outcomes whilst also reducing the referrals for surgery to secondary care and the use of painkilling injections, ensuring that patients can manage their pain without the need for these interventions. The Board welcomed the update and thanked the team for their work and the patients for sharing their story. A discussion covered topics including the role of employers in this service, the impact of social prescribing and the critical component of mental health support.

### Population Health Management

Following discussions over the previous year, the Board received an update on the system's work on Population Health Management. Population Health Management (PHM) is the approach in which data is used to understand the needs of the population, enabling focus and resources to be tailored to areas where the impact can have maximum impact. This focus specifically includes the factors that impact on health but which are outside the traditional remit of the NHS or Social Care – these can include educational attainment, employment status, transport, wider environmental variables and many others. Nottingham and Nottinghamshire is recognised as one of the leading systems across the country in the development and implementation of PHM. More information on PHM can be found here: <https://www.england.nhs.uk/integratedcare/building-blocks/phm/>

In line with the system's draft outcomes framework (see papers and notes from the July 2019 and April 2019 meetings of the ICS Board), the overall purpose of developing a Population Health Management approach is to increase the healthy life expectancy of the population of Nottingham and Nottinghamshire. Work is well underway to develop the sophisticated database, segmentation and targeting models which



can be used to “stratify” the population into groups most at risk of falling victim to ill health. This can then be used to offer targeted interventions to those populations.

The Board strongly welcomed the update and thanked the PHM team for the work on this so far. The Board also noted that a detailed workshop on PHM will be held in January 2020 to further accelerate this work.

### **ICP Updates**

The Board received updates from all three of the system’s Integrated Care Providers – City, Mid-Nottinghamshire and South Nottinghamshire. This month the Board discussed in detail the report from South Nottinghamshire, noting in particular the ICP’s plan to hold a stakeholder event, including with staff on 11<sup>th</sup> December. The reports from all three ICPs are available as part of the Board’s public papers.

*David Pearson,*  
*Independent Chair, Nottingham and Nottinghamshire ICS*

*Dr Andy Haynes,*  
*Executive Lead, Nottingham and Nottinghamshire ICS*

## Appendix C



### Mid-Nottinghamshire ICP Board Update – October 2019

The Board met on November 18 at Mansfield District Council's civic centre and welcomed five members of the public. Below is a summary of the key items discussed. The full papers (and details of forthcoming meetings) can be found here: <http://bit.ly/NovemberBoard>

#### **Board membership changes**

The Chair noted that this was the last meeting for Steve How chair of the now disbanded Citizen's Council. She thanked him for his contributions to the Board on behalf of the local population. Representatives from Mansfield CVS, Newark and Sherwood CVS and Ashfield Voluntary Action had been invited to join the Board to represent local citizens going forward. This was also Dr Gavin Lunn's last meeting, but as he was unable to attend a letter of thanks has been sent to Dr Lunn following the meeting. Facilitators Karen Lynas and Mike Chitty also attended to begin their development work with the Board.

It was also agreed that NEMS Community Benefit Services Limited (NEMS) and Primary Integrated Community Services (PICS) would be invited to join the ICP. NEMS is the provider of out of hours primary care services across Mid-Nottinghamshire and the PC24 service at King's Mill Hospital. PICS is a provider of clinical services direct to citizens and the provider of infrastructure support to the Primary Care Networks.

#### **Quarter 2 performance discussed and noted**

The Quarter 2 System Performance Report was discussed and noted which highlighted the key issues around growing demand across the system, particularly within urgent and emergency care. Planned care services were being re-designed to be more responsive and the overall volume of outpatient demand had reduced.

#### **Neighbourhood presentation by colleagues from Ashfield District Council, Mansfield District Council and Newark and Sherwood District Council**

There was a presentation on the proposed approach to engage and involve partners and residents and to work together to create a culture of ambition and collaborative working to achieve a shared vision around 'place.'

An overview was then given of the neighbourhood work that had been taking place across the Coxmoor estate to engage with the community to make a positive difference for all residents.

Board members were asked to be ambassadors and endorse the neighbourhood approach, to resource the place/neighbourhood teams and consider different ways of working and training for the workforce, to consider joint communications, share evidence and insight and make best use of all public funds.

Next month's meeting will take place on December 16 at 2.30pm with a small Christmas celebration beforehand. Papers will be available a week in advance on the ICP website.