

## Board of Directors Meeting in Public - Cover Sheet

<b>Subject:</b>	Chief Executive's Report	<b>Date:</b> 4 March 2021		
<b>Prepared By:</b>	Robin Smith, Head of Communications			
<b>Approved By:</b>	Lorna Branton, Director of Communications, 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 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 Chief Executive's perspective:</p> <ul style="list-style-type: none"> <li>• Covid-19 and winter</li> <li>• Overall update</li> <li>• Appendix one: ICS Board Summary Briefing – February 2021</li> </ul>				

## Chief Executive Report – March 2020

### Covid-19 and winter

As has become customary, I will provide a verbal update in the Public Board meeting on Covid and winter, however there are some things we can provide more information on now.

Whilst we remain busy, it has been evident over the last month we have passed the peak of the second Covid wave, and we have seen a steady decrease in the number of Covid positive inpatients across our hospitals. For context though, even despite the reduction at the time of writing, we are at a similar number of Covid patients to the initial peak in April 2020 and Critical Care remains at twice its “normal” capacity.

We continue to work closely with our community partners and at King’s Mill Hospital we have vaccinated more than 40,000 people, in line with the Joint Committee on Vaccination and Immunisation guidance.

The Government’s roadmap for moving out of lockdown brings promise of a way back to more normality for our communities, but it is right that any changes will be dictated by the evidence. We all continue to have personal responsibility to continue to follow the guidelines in our personal and professional lives. As a Trust we will continue to make decisions based on what is best for the safety our patients, at the time of writing we have not made any changes to our visiting policy, and we will be led by our Chief Nurse in terms of when the right time is to review our approach.

We had our first confirmed Covid patient on 14 March last year, so very soon we will have been treating Covid positive patients for a full year, and I remain concerned about the short and long term impact this will be having on Sherwood colleagues. I believe the wellbeing support we have for colleagues is strong, but know that colleagues do not always have time to access it. I can assure you that we regard this as a top priority. This month I was really pleased to see that we organised a virtual session across the Mid-Notts Integrated Care Partnership for parents, offering advice on support around how the Covid pandemic will have impacted on children (further details below).

On Wednesday 24 February we held the latest of our public broadcasts on Covid-19 and winter. The sessions enable us to communicate directly with patients and the community and to listen to their feedback and answer questions. [You can watch a recording of the session here.](#)

For those who are unable to join the sessions, we have also continued to issue regular updates for the community which can be read here.

[Update twelve](#)

[Update thirteen](#)

[Update fourteen](#)

As always, I would like to finish by reiterating how proud I am of all colleagues in #TeamSFH, the Mid-Nottinghamshire Integrated Care Partnership and the wider system. Thank you for the remarkable work you are doing.

## Other updates

### **The Shrewsbury and Telford Hospital NHS Trust and Sherwood Forest Hospitals NHS Foundation Trust announce Maternity Improvement Partnership**

We were pleased to be asked to work with Shrewsbury and Telford Hospital NHS Trust (SaTH) on a Maternity Improvement Partnership which was announced on Thursday 11 February. Working together is a great opportunity to reflect on our own progress at Sherwood and to learn from another organisation.

The relationship between the two Trusts began in January 2021, and will initially last for 12 to 18 months, focussing on the following:

- Maternity leadership development
- Quality of evidence & reporting
- Clinical governance approaches
- Working practice
- Culture
- Patient experience

Our maternity services at Sherwood Forest Hospitals are rated “Good” Overall and “Outstanding” for Caring by the CQC and King’s Mill Hospital, where maternity services are based is rated “Outstanding.”

Our Chief Nurse, Julie Hogg, is a Midwife by background, and we have experienced a significant and sustained improvement journey of our own within midwifery driven by our supportive and inclusive culture. SaTH has a pre-existing alliance agreement with University Hospitals of Birmingham NHS Foundation Trust and this Maternity Improvement Partnership is designed to work in conjunction with this.

We are pleased to be involved in this but I want to be explicitly clear that engaging with SaTH does not mean we believe we provide perfect maternity services or any other perfect services. We will always have more work to do.

### **Prince William shares his appreciation and gratitude towards NHS colleagues in regional call**

The HRH Duke of Cambridge joined the regional CEO and SRO for vaccination call last week to recognise the hard work, dedication and commitment of the region’s NHS colleagues throughout the year. We were given the opportunity to update on the work we have been doing at Sherwood to vaccinate the community and colleagues and we also spoke about our focus on welfare and wellbeing. Being able to recognise and share our Covid-19 response was a huge honour.

### **Looking after our children and being kind to ourselves**

Along with our Mid Nottinghamshire Integrated Care Partnership partners, we were pleased to offer a one hour seminar on Looking after our Children and Being Kind to Ourselves during the Covid-19 pandemic last month which was hosted by the clinical psychology team.

The webinar was about recognising what our children are going through during the pandemic, and how we

can best support them. It is also about remembering to be kind to ourselves as we juggle our ever-changing roles within work and being a parent.

The session took place on Friday 19 February and was joined by a number of colleagues across the system, we also shared the recording for those who could not watch live. My thanks to all involved.

### **Safe Discharge Campaign**

We know that timely discharge when patients are fit to leave hospital is vital, both for our patients to get the best recovery they can in the comfort of their own home, and so that we can make space to treat other very sick patients.

We also recognise that this can sometimes be difficult for our colleagues and that we sometimes come up against challenge to support safe and timely discharge. For this reason, we want to support colleagues during the pandemic by making patients and their families aware that when they are medically fit, home really is the best place for them, and so we are launching our 'There's No Place Like Home' campaign over the next few weeks, in conjunction with Nottingham University Hospitals and the CCG.

We will be doing a number of things to support the campaign, including providing every patient admitted to our hospital with a letter explaining more about their stay and discharge from hospital.

### **HSJ Awards 2020**

On Monday 1 March I had the privilege to join a presentation to the HSJ Awards judges with the opportunity to outline why we believe Sherwood should be named the HSJ Trust of the Year. We are also nominated in the Staff Engagement category, and presented to the judges on 24 February. We are really proud of both entries and will find out if we have won at the virtual awards ceremony on Wednesday 17 March.

### **Next Month at Sherwood**

Despite the reducing pressure we know we will continue to be very busy managing Covid-19, both in terms of patient care and in delivering the Covid vaccination. I am very excited that on 11 March the national NHS staff engagement scores are announced.

## **Appendix one:**

### **ICS Board Summary Briefing – February 2021**

*Please find below the Nottingham and Nottinghamshire Integrated Care System (ICS) update following the ICS Board on 18<sup>th</sup> February. 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 meetings held earlier in the year are always published on the system's website – <https://healthandcarenotts.co.uk/about-us/ics-board/>*

#### **Introduction**

The Chair of the ICS, Sir David Pearson, welcomed the Board members to the meeting, one which heralded a number of leadership changes. This was the last Board meeting for Dr Andy Haynes, Executive Lead of the ICS and also of Sir David Pearson. The Board paid tribute to the many and varied successes seen throughout both Andy and David's careers in Nottinghamshire and wished them well on whatever might come next. The Board also welcomed Dr Kathy McLean to her first meeting as the new Independent Chair of the ICS, taking over from David.

David also welcomed a number of citizens and staff from across the system to the virtual Board meeting, streamed live on YouTube – reminding colleagues that the meeting was always 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 – Covid-19 Vaccination Workforce**

In line with the main agenda item for the rest of the meeting, this month's patient story was focussed on the efforts to put in place the staff needed to deliver the vaccination programme. Rob Simcox, Deputy Director of HR at Sherwood Forest NHS Foundation Trust and the system's lead for workforce for the vaccination programme led the presentation, also bringing in Tom Evans, the overall manager for the King's Meadow vaccination site.

The Board heard about the wide net that was cast to ensure that sufficient breadth and depth of staff were available to support the delivery of the vaccination programme, drawing not only on the existing health and care workforce but also more broadly: including a number of staff from backgrounds as diverse as funeral directors and airline stewards.

The Board welcomed this update and was keen to ensure that its thanks was recorded for the exceptional efforts shown in delivering the programme to date. There was also a discussion about how to retain the talent that has been identified during this programme and also that the collaborative and system oriented approach shown throughout the work is a model for other projects in the future.

#### **Covid-19 Response and Vaccination Programme**

Amanda Sullivan, Accountable Officer for Nottingham and Nottinghamshire CCG updated the Board on the pandemic response since the last meeting and also on the vaccination programme.

Amanda highlighted the following;

- Hospital admissions are beginning to decrease,
- There are twice as many hospital beds occupied as in Wave 1 in April 2020.
- Cases and the rate of hospital admissions are reducing slower than is being seen elsewhere
- The vaccination programme continues to deliver significant progress

Locally the number of beds occupied by Covid patients reach a peak in October 2020 and this high level has been sustained now over a period of time, which is creating considerable levels of workforce fatigue and a high volume of traumatic events in some areas. This will have to be addressed in the future when the country starts to return to normal.

### **People and Culture Update**

Following the discussion at January's Board meeting, the People and Culture team, led by Lyn Bacon, Chief Executive of Nottingham City Care and the ICS's lead for People and Culture returned to lead a wide-ranging discussion on all elements of the system's approach to this important topic.

The team outlined the overall People and Culture strategy and described the progress to date and the challenges still to come for two specific areas: changing the culture to support collaborative approaches to quality improvement and the system's approach to Equality and Inclusion.

The Board strongly welcomed the overall update and committed to continuing this conversation and also to identifying a Non-Executive sponsor for this important work.

### **Closing Matters**

The schedule for future ICS Board meetings is being confirmed with partners and will be published shortly.

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

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