

Chief Executive's Report to the Council of Governors

Subject:	Chief Executive's Report		Date: 10 th May 2022	
Prepared By:	Marcus Duffield, associate director of communications			
Approved By:	Paul Robinson, Chief Executive			
Presented By:	Dave Selwyn, Medical Director and Deputy Chief Executive			
Strategic Objectives				
To update on key events and information since the previous Council of Governors meeting.			Approval	
			Assurance	X
			Update	
			Consider	
Strategic Objectives				
To provide outstanding	To promote and support health and wellbeing	To maximise the potential of our workforce	To continuously learn and improve	To achieve better value
X	X	X	X	X
Overall Level of Assurance				
	Significant	Sufficient	Limited	None
			X	
Risks/Issues				
Financial				
Patient Impact				
Staff Impact				
Services				
Reputational				
Committees/groups where this item has been presented before				
Not applicable				
Executive Summary				
An update regarding some of the most noteworthy events and items from the Chief Executive's perspective.				

Senior leadership appointments for #TeamSFH

I am delighted and proud to have been appointed as Sherwood Forest's Chief Executive after a short period as interim CEO.

Having joined the Trust in May 2015 and served as Finance Director and Deputy Chief Executive, it is a real privilege to have been chosen to lead #TeamSFH.

We are also looking forward to a number of senior executives joining the team.

Phil Bolton will be returning to Sherwood as our Chief Nurse. After starting his nursing career in Nottingham in 1996, Phil moved to King's Mill Hospital in 1998, working his way up to Deputy Chief Nurse before moving to University Hospitals of Derby and Burton in September 2020 as Interim Chief Nurse and then Director of Nursing.

He played a key role in our improvement journey and has worked across the Trust, including leadership roles in Urgent and Emergency Care; Geriatrics, Stroke and Neurology; and as Hospital Matron at Newark.

Rachel Eddie has been appointed as our new Chief Operating Officer. Currently Deputy Chief Operating Officer at Nottingham University Hospitals, Rachel is an experienced senior leader, working at board level as Chief Operating Officer on an interim basis on two occasions over the past three years, with shared responsibility for leadership, development of strategy, planning, performance and governance.

Her existing network and relationships, locally and regionally, will help strengthen #TeamSFH's place within the new environment of the Nottingham and Nottinghamshire Integrated Care System and increased collaboration with partners and stakeholders.

David Ainsworth has been appointed Director of Strategy and Partnerships for Sherwood Forest Hospitals NHS Foundation Trust.

Currently Locality Director for the Mid-Nottinghamshire Clinical Commissioning Group, David is joining #TeamSFH as we prepare for the new Nottingham and Mid-Nottinghamshire Integrated Care Partnership (ICP), which will support closer working between health and social care partners and our communities.

High demand for services

Demand on our services has remained high even though the winter period, when we would expect to be busier than usual, has now ended and the number of Covid-positive patients coming into our hospitals has stabilised.

High attendances to our Emergency Department, the number of patients having to wait to be admitted to our wards and difficulties discharging medically-fit patients prompted us to declare a critical incident on April 12.

The response from teams across all our sites was remarkable and made a significant difference to our flow and available capacity and our position had improved enough to close the incident by April 14.

Urgent actions included:

- Pausing a small number of non-urgent operations where this frees up a bed for another patient
- Stepping down non-essential activity to free up colleagues to work in in-patient areas
- Working to set up a further facility, Sherwood Forest Community Unit, to create extra capacity for medically fit patients

- Providing a tracking service to allow additional opportunities offered by virtual ward or allowing diagnostic tests to happen rapidly, despite patient discharge
- Ensuring daily Executive oversight of medically fit patients for discharge.

I would like to thank every member of #TeamSFH for the way they rose to the challenges we faced throughout March and April and for their continuing hard work and dedication to delivering the best care and services to our patients and their families.

Covid-19 update

Although Covid-19 remains with us, we have been able to further ease visiting restrictions across all our sites. Full details are on the Sherwood Forest Hospitals website page [For Patients and Visitors](#).

Face coverings must continue to be worn in all healthcare settings, unless patients are exempt. Patients and visitors are asked not to attend if they have Covid-19 symptoms.

Meanwhile our Vaccination Hub at King's Mill has moved to a more permanent home in the block known as TB3 after taking over the Conference Centre at the start of the roll-out programme.

This means our Occupational Health team has moved to Byron House and the Training, Education and Development team can finally return to their permanent home. Thanks to all for showing patience and understanding in these sometimes challenging circumstances.

EPMA goes live

Following a successful pilot scheme on Woodland Ward at King's Mill, I am delighted to report that our patients have started to get their medicines prescribed electronically in a major step towards full digitisation and more effective, efficient and safer care.

The full roll-out of our Electronic Prescribing and Medicines Administration (EPMA) system began at Newark Hospital's Sconce Ward and continued with the Medicine Division at King's Mill.

This is an exciting development and an important step in our journey to a smarter more electronic hospital and full digitisation. It will allow us to review medication remotely, communicate more easily between departments and allow us to analyse prescribing trends and increase sharing of data between different disciplines.

Free staff parking extended until the autumn

Financial support from the Government allowing us to provide free on-site parking for colleagues ended on 1st April 2022.

Free staff parking was one of the measures introduced early in the Covid-19 pandemic, recognising the contribution and sacrifices NHS workers were making in unprecedented and challenging circumstances.

It was, however, always a temporary measure and two years on, central funding has now ended.

Discussing this with my fellow directors, it did not feel right to re-introduce charges at such short notice and we decided that free parking will continue and will be reviewed in the autumn.

Eventually, however, we will need to bring back charges and I am committed to working with staff to make sure we offer the best service and value.

Government guidance suggests we prioritise those in greatest need – patients and visitors, as well as colleagues. This means free parking is likely to remain for the disabled, frequent visitors (such as patients with long-term and serious conditions) and staff working night shifts.

Over the next few months, we have the chance to informally seek views of our staff and collect ideas about how we might reintroduce charges as equitably as possible. I can't guarantee we will please everyone and ultimately many of us will need to resume paying if we are to continue driving to work but this gives us an opportunity to talk about the fairest ways it might be done.

NHS National Staff Survey 2021

I am delighted and proud to report that, once again, #TeamSFH colleagues have rated us as one of the best Trusts in the whole of the Midlands region in [the National NHS Staff Survey results for 2021](#).

The survey confirms almost three-quarters of our colleagues (74.9%) say they would recommend #TeamSFH as a place to work and eight out of ten (81.7%) say they would recommend our hospitals as places to receive treatment for friends and relatives – another top score for the whole Midlands.

Our response rate (66%) was also the highest of any acute and acute and community trust in the Midlands, with more than 3,400 responses. This level of engagement helps us to make #TeamSFH an even better place to work and receive care.

We know the pandemic has taken – and will continue to take - its toll on staff, their families and the way we provide care, and this is reflected in the overall results, nationally and here at #TeamSFH.

There remains so much of which we can feel proud and the headlines, so far, include:

- Morale within #TeamSFH (6.4 out of 10) remains the best in the Midlands and among the best of any acute trust in the country
- Colleagues rank SFH as the third most compassionate and caring acute trust in the country, with a score of 7.6 out of 10
- 78.5% of colleagues said they would feel secure in raising and reporting concerns – a picture that has improved for the fifth year in a row here at SFH
- Nine out of ten said they feel trusted to do their jobs and they feel they make a difference

- We are above national averages for similar organisations in all areas of the People Promise, including those that rate trusts on being safe and healthy, staff feeling that they have a voice that counts, being compassionate and inclusive, recognition and reward, always learning, working flexibly and working as a team.

The results also shine a light on those areas where we need to continue to do more. We know there are areas where scores have declined from last year and work has already begun to support teams across the organisation.

We are working our way through the full results (key headlines will be shared verbally from our Director of Culture and Improvement, Emma Challans), we will bring a full report to the May meeting of the Board of Directors and details will be shared more widely across our divisions, teams and wider stakeholders.

One world, one #TeamSFH

We marked International Day for the Elimination of Racial Discrimination on March 21 with the unveiling of a special piece of artwork.

Under the main headline One world, one #TeamSFH, the artwork recognises and celebrates colleagues from a total of 88 backgrounds and nationalities who collectively make up the Trust's 5,500-plus workforce and continues our work to further embrace equality, diversity, and inclusivity.

We officially launched the anti-racism strategy in February as part of our ongoing work to improve behaviours and reduce aggression towards our people.

Every single one of us should be proud of who we are, feel comfortable coming to work and be confident we won't suffer because of things like the colour of our skin, sexual orientation or religious beliefs.

It is important to remember this also applies to our patients and anyone coming into our hospitals – we know that many minority groups are among the least likely to access health and care services, so we must ensure that they are welcomed when they do come to us.

I would encourage colleagues and visitors to our hospitals to look at the artwork and join me in celebrating how diverse our teams are as we work together to deliver outstanding care to our population.

Ready to talk, ready to listen

We have also started having conversations about the poor experiences some of our ethnic minority staff may have had with colleagues and patients. These sessions, being held at all times of the day and night to catch all our teams, started with racism but they are a chance for everyone in #TeamSFH to talk.

We want to hear from anyone who does not feel listened to. We want everyone to get involved in a bigger, wider more open conversation about what it is like for anyone who is different to work at Sherwood Forest Hospitals.

Body-worn cameras introduced to help keep patients and colleagues safe

Our security teams have started using body-worn cameras. If they are called to an incident anywhere in our hospitals, the cameras will be used to capture the incident as evidence. Anyone involved will be made aware before the camera is switched turned on. They will be used alongside our existing CCTV to ensure we keep our colleagues and patients safe.

Ockenden Report and maternity care update

The Ockenden Report into Maternity Services at Shrewsbury and Telford Hospitals was published at the end of March and we are working through its full findings as I am sure it will contain lessons to be learned for everyone in the NHS.

The interim report published in 2020 made clear recommendations in the form of Immediate and Essential Actions for all Maternity Services across England.

Sherwood Forest Hospitals are fully compliant in six of the seven immediate actions and have processes in place to ensure that as a maternity system we reach full compliance with the final action.

The seven areas are:

- Enhanced safety
- Listening to women and families (although we can evidence this, we do not currently have a Chair for our Maternity Voices Partnership to provide sign off)
- Staff training and working together
- Managing complex pregnancy
- Risk assessment throughout pregnancy
- Monitoring foetal wellbeing
- Informed consent.

Recognising the impact publication and the subsequent headlines may have on Maternity teams generally, we have spoken to colleagues offering them reassurance and support where needed.

As a Trust, we're proud of what we've achieved and how we are performing. We have all worked hard to ensure our maternity and neonatal services deliver good and safe care.

This is reflected in the feedback we receive from families and our safe outcomes as a service. We recently received the results of a CQC Maternity Survey carried out among women that gave birth at Sherwood Forest and we scored very well, particularly in areas such as staff treating new mums with respect and dignity during the birth, being supportive and speaking to them in a way that they understand, as well as involving them in decision making.