

## Council of Governors - Cover Sheet

<b>Subject:</b>	Chief Executive's Report	<b>Date:</b> 8 November 2022		
<b>Prepared By:</b>	Rich Brown, Head of Communications			
<b>Approved By:</b>	Paul Robinson, Chief Executive			
<b>Presented By:</b>	Paul Robinson, Chief Executive			
<b>Purpose</b>				
To update on key events and information from the Chief Executive's perspective since the previous Council of Governors meeting.		<b>Approval</b>		
		<b>Assurance</b>	<b>X</b>	
		<b>Update</b>	<b>X</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>
<b>X</b>	<b>X</b>	<b>X</b>	<b>X</b>	<b>X</b>
<b>Identify which principal risk this report relates to:</b>				
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			
<b>Committees/groups where this item has been presented before</b>				
Not applicable				
<b>Executive Summary</b>				
<p>To update on key events and information from the Chief Executive's perspective since the previous Council of Governors meeting, including:</p> <ul style="list-style-type: none"> <li>• Responding to sustained pressure across our hospitals</li> <li>• Preparing for winter and potential industrial action</li> <li>• Celebrating the best of Sherwood Forest Hospitals at our annual <i>Excellence Awards</i></li> <li>• The Trust's 24-hour homebirth service returns</li> <li>• Welcoming our first cohort of Trainee Nursing Associates (TNAs) to #TeamSFH</li> <li>• Little Millers Day Nursery rated 'Good' following latest Ofsted inspection</li> <li>• Freedom to Speak Up initiative receives national HSJ Awards nomination</li> </ul> <p>Full details included in Appendix One below.</p>				

## **APPENDIX ONE: DETAILS OF CHIEF EXECUTIVE'S REPORT**

### **Responding to sustained pressure across our hospitals**

The past three months have seen the continuation of pressures across our services.

In late September, a county-wide 'critical incident' was declared due to the high levels of demand we faced in hospital Emergency Departments across the county and the challenges that NHS services continue to face in discharging medically fit patients from our hospitals in a timely way.

A critical incident is an escalation response to increased system pressures and disruption to services that are having or will have a detrimental impact on NHS organisations' ability to deliver safe patient care. In this case, the critical incident was declared on a system-wide level in response to the pressures being felt across the whole of Nottingham and Nottinghamshire. Declaring a critical incident is an important step as it ensures we can whatever steps necessarily to enable us to prioritise and restore safe patient care as quickly as possible – as well as uniting system partners behind that shared objective for the benefit of the patients we collectively serve.

We are in a much better position than we were at the beginning of October, thanks to the skill and dedication of our hardworking NHS colleagues across the county.

However, it is important to recognise that we remain under significant pressure and we still face huge challenges as winter approaches. Our services remain very busy and we anticipate that there will be some difficult weeks ahead.

We understand how challenging it is for our NHS colleagues to work under such pressure for a sustained period and I want to assure our colleagues and the Council of Governors that we will continue to do everything possible to work with system partners to ensure these pressures don't become 'business as usual,' as they have over recent months.

Managing those pressures continue to require a whole trust response and I am grateful to all our NHS colleagues for the part they have played in ensuring we can manage the pressures and ensure that patients can access the care they need this winter.

We are also asking the communities we serve to help their local NHS to help them this winter – including by choosing the most appropriate NHS service for their needs.

Hospital Emergency Departments aren't always the best place to access the healthcare they need, so we are encouraging the public to think 'NHS 111 first' before attending our Emergency Department at King's Mill Hospital and our Urgent Treatment Centre at Newark Hospital. NHS111 professionals can direct people to the most appropriate place to help you get the support they need – including by directing people to appointments with their local GPs, pharmacies and other NHS services locally, even out-of-hours.

### **Preparing for winter**

As well as managing day-to-day pressures, we are also focused on ensuring that we are properly supporting our colleagues as winter approaches to ensure they and that we can continue to be there for patients over the winter months.

Our winter plan has already been updated to ensure we have appropriate bed capacity as winter approaches and we are already in the process of enacting those plans with winter very much upon us.

Winter is always a busy period for the NHS and this is the first winter where we are likely to see combined pressures from COVID and flu at a time when, in truth, the pressures of last winter never went away. In fact, on an average day in July this year, the Emergency Department at King's Mill Hospital saw 14% more patients come through its doors than on an average day between October and February last winter.

In September and October, we have also begun to deliver COVID and flu vaccines to our Trust colleagues and other eligible patient cohorts and we are grateful to everyone who have come forward to receive their vaccines so far. Those efforts will continue throughout the winter months ahead.

### **Preparing for potential industrial action**

As a Trust, we are watching with interest at the potential for planned industrial action from employee groups nationally over the months ahead.

The Trust has business continuity plans in place for eventualities like these and we have established a Trust planning group to assess and prepare for the likely impact of any potential industrial action on the Trust, the services it provides, and the patients we care for.

We will continue to keep the Council of Governors updated with details of the specifics of those planning arrangements and the contingencies we will be putting in place, as soon as more detail on any planned industrial action becomes available.

### **Celebrating the best of Sherwood Forest Hospitals at our annual *Excellence Awards***

I was delighted to host [our Trust \*Excellence Awards\* in October to celebrate the amazing work our colleagues do here across our hospitals – and to recognise individual examples where our colleagues have consistently gone 'above and beyond' in their roles.](#)

We were delighted to welcome hundreds of nominees, nominators, colleagues and members of the public to join this year's celebration – albeit virtually due to the continued threat of COVID to our workforce. The event was [broadcast live on the Trust Facebook page.](#)

This year, we received over 250 nominations and the judging process was hard, so I'd also like to thank everyone who made a nomination for this year's event to ensure that their colleagues can get the recognition they deserve.

I'd also like to thank everyone who helped to make this year's awards possible, including our sponsors from the Trust's charity and for the support from our local media partners from *The Chad* and the *Newark Advertiser*. We are grateful for their support for our hardworking colleagues.

I would like to thank each and every one of our Trust colleagues for delivering outstanding services for our patients and for making Sherwood Forest Hospitals such a great place to work.

Since the awards, I – alongside colleagues from across our Executive Team – have been getting out-and-about to meet our winners in-person to find out more about their work and to present their trophies to them.

I look forward to being able to share the stories of their achievements across our public and staff communications platforms over the coming weeks to continue those celebrations and to reflect just how proud and grateful we are for the work they do.

## The Trust's 24-hour homebirth service returns

I am proud to confirm that our full, round-the-clock homebirth service restarted on Monday 19<sup>th</sup> September 2022.

For the past year the service has been running Mondays to Fridays between 9am and 5pm, due to staffing challenges caused by the pandemic. As a result of successful recruitment to the community midwifery service, the 24-hour service has been able to restart safely.

Reinstating the full 24-hour service as soon as it was safe for us to do so has been a priority for us because we know how important it is for families to have the option to birth at home.

During the past year, our on-call staff have gone above and beyond to support as many women as possible. We're really pleased that we're now in a position to offer a personalised choice to even more families and I thank all our teams who have helped to make the return to the 24-hour service possible.

## Welcoming our first cohort of Trainee Nursing Associates (TNAs) to #TeamSFH

In October, [Sherwood Forest Hospitals' welcomed its first cohort of Trainee Nursing Associates \(TNAs\) after they finished their two-year course at Nottingham Trent University's Mansfield Hub.](#)

The group of 16 started their Foundation Degree Apprenticeship for Nursing Associates in October 2020 while employed by the Trust as Healthcare Support Workers (HCSWs). They studied on day-release from their regular role and completed 20 weeks of placements across adult, children's, mental health and learning disability areas in community, hospital, primary and social care settings to obtain as much experience as possible.

They have all secured Nursing Associate roles with Sherwood Forest Hospitals, where they will support wards and departments. The Nursing Associate role, which is registered with the Nursing and Midwifery Council, will see the group manage their own group of patients and support Registered Nurses. They will also mentor and support developing HCSWs and TNAs.

Several of the newly-qualified Nursing Associates have already expressed an interest in further study to become Registered Nurses.

This initiative is a fantastic example of how the Trust is committed to investing in our colleagues and supporting their career development. A second group of 14 Trainee Nursing Associates have just started the final year of their course at the NTU Mansfield hub, while a further 18 were also due to start their training in October.

Congratulations to all of our new recruits – and I look forward to working alongside them in their new roles.

## Little Millers Day Nursery rated 'Good' following latest Ofsted inspection

In August, [we were delighted to finally be able to share the news that our Little Millers Day Nursery has been rated 'Good' following its latest visit from Ofsted inspectors on Wednesday 13 July.](#)

The report highlighted a number of areas that the Little Millers team can be especially proud of, including noting that parents were positive about the care their children receive, feel their children are developing their communication skills, making good progress and are ready for school.

The improved rating represents a quick turnaround for the nursery after a previous report rated the nursery as 'inadequate'. The latest report confirmed that arrangements for safeguarding are effective and that staff have a robust understanding of the possible signs that may indicate a child is at risk of harm.

Ofsted also specifically praised the positive approach the Little Millers team has taken to the last inspection in the report, after a robust action plan was drawn-up between the Trust and nursery staff to address the points raised ahead of July's reinspection.

Work has now begun within the nursery to help restore the nursery's previous 'outstanding' status in-time for its next planned reinspection over the next six years, in-line with Ofsted reinspection schedules.

Thank you to everyone within the Little Millers team who has helped make this turnaround possible. I thank them all for their commitment to helping the facility to return to a rating that we feel more fairly reflects the quality of care we know they provide families there.

### **Freedom to Speak Up initiative receives national HSJ Awards nomination**

In August, [we were proud to share the news that our 'Growing Our Freedom to Speak Up Culture at #TeamSFH' project has been shortlisted for a prestigious Health Service Journal \(HSJ\) award for encouraging staff to speak-up to improve services for patients.](#)

The submission centres around the Trust's successful project to rejuvenate, further embed and grow its Freedom to Speak Up (FTSU) network, which has helped colleagues to understand that speaking up is an important part of improvement, learning, providing outstanding care, and creating a good working environment.

The Trust has a full-time FTSU Guardian, Kerry Bosworth, and 20 trained champions across the organisation, including a medical champion for the first time.

The national winners will be announced during the awards ceremony in November. Well done to all those involved in making this important work happen.