

Board of Directors Meeting in Public - Cover Sheet

Subject:	Chief Executive's report	Date: 5 th January 2023		
Prepared By:	Rich Brown, Head of Communications			
Approved By:	Paul Robinson, Chief Executive			
Presented By:	Paul Robinson, Chief Executive			
Purpose				
To update on key events and information from the last month.		Approval		
		Assurance	X	
		Update	X	
		Consider		
Strategic Objectives				
To provide outstanding care	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
Identify which principal risk this report relates to:				
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			
Committees/groups where this item has been presented before				
Not applicable				
Executive Summary				
An update regarding some of the most noteworthy events and items over the past month from the Chief Executive's perspective.				

Pressures: Nottingham and Nottinghamshire-wide critical incident

It will be no surprise to anyone that demand for NHS services across the country remains high right now – and this month has been no different. At the time of writing, [the whole of the Nottingham and Nottinghamshire NHS remains under a system-wide critical incident due to the pressures it continues to face](#).

The cause of those pressures are multiple and complex, but at its core are:

- 1. The high numbers of patients we continue to treat in our Emergency Department at King's Mill Hospital and our Urgent Treatment Centre at Newark Hospital**
In fact, [Newark Hospital's Urgent Treatment Centre experienced its busiest ever day on Monday 19 December](#), as staff there treated over 135 patients that day – more than double the average number of attendances seen at the site in December 2021, where hospital staff treated an average of 64 patients each day.

The Emergency Department at King's Mill Hospital also welcomed 1,000 more ED attendances between Thursday 1 and Wednesday 21 December 2022, compared to the same period last year.

- 2. The challenges we continue to experience with discharging patients as soon as they are medically fit to leave hospital.**

On an average day between Thursday 1 and Sunday 18 December, we were continuing to care for an average of 115 patients who had each been medically fit to be discharged from our hospitals for more than 24 hours.

Despite the Trust having opened more beds in our hospitals than ever before this winter, those challenges persist and have been compounded by the return of flu and other winter bugs – as well as the impact that industrial action elsewhere in the NHS over the past month.

I would like to assure the Board, our partners, the public and the patients we are doing everything in our power – including working with our partners – to manage these pressures to ensure that our hospitals remain there to treat patients safely, whenever they need them. I am grateful to all our colleagues for their continued efforts and for sharing that commitment.

Pressures: We're working with our partner organisations across Nottingham and Nottinghamshire to get people home sooner

During December, [we celebrated the work that our shared Transfer of Care Hub is doing to help get patients discharged from our hospitals to wherever they call in time for Christmas](#).

The new Hub, which is based at King's Mill Hospital, opened in October and has already helped to oversee the discharge of hundreds of patients from hospital.

The Hub sees partners from Nottinghamshire County Council's adult social care team working alongside colleagues from Sherwood Forest Hospitals, Nottinghamshire Healthcare, Mansfield District Council and others to help speed-up the discharging of patients from the Trust's hospitals.

It is hoped the move will further improve our already well-established working relationships and efficiency between the organisations, enabling us all to focus on getting patients discharged to patients' homes, local care homes and other community settings sooner – ideally on the same day they become medically fit to leave hospital.

Colleagues from Nottinghamshire County Council are part of the Discharge Hub, as they work to liaise with the relevant services outside of the hospital to support discharges and look at patients' short- and longer-term care needs.

Colleagues from Mansfield District Council work as part of the Hub to understand and make the changes that patients need to enable them to return home – including something as simple as installing bath, shower and stair rails.

Pressures: Our message to patients is that your NHS is here for you

Despite how busy our services remain, our message to patients remains that your NHS is here for you – but please consider the full range of NHS services available to you when you need your NHS this winter.

The simple things we can all do to help our NHS this winter includes:

- Only calling 999 or attend accident and emergency departments for serious accidents and for genuine emergencies.
- When you need urgent medical care but it's not an emergency, please visit NHS 111 online or call NHS111 for advice on how to get the care you need at any time of day or night.
- If you do need to attend our hospitals, you may need to wait longer than any of us would like to access the treatment you need. Please rest assured that our hardworking staff are working so hard to help you get the treatment you need, so please continue to be kind to them and wear a mask in higher-risk hospitals when you are asked to wear one.
- Urgent treatment centres – like the ones in Newark, Nottingham and Ripley – can help you get the care you need for dealing with the most common issues that people attend emergency departments for. They will often be able to help you get the care you need more quickly than accident and emergency departments if you are suffering from things like a burn or a sprain.
- We know that most patients want to return home as soon as possible, especially at this time of year. If your relative is due to be discharged from hospital and needs to be collected, please do so as early as possible to free up hospital beds for someone waiting to be admitted.
- For other non-urgent cases when you need medical advice and it's not an emergency, please speak to your GP practice or a pharmacist.

Inspiring the next generation of NHS recruits, thanks to our partnership with Vision West Nottinghamshire College

We're working with Vision West Nottinghamshire College to encourage our next generations of doctors, nurses and other NHS colleagues to explore how they can 'step into the NHS' as they look to start their careers.

The event, which will take place at Vision West Nottinghamshire College on Tuesday 17 January between 4pm and 7pm, will feature many of our brilliant #TeamSFH colleagues who will be sharing their own personal journeys to encourage others to follow in their footsteps.

The event will also feature significant contributions from our colleagues at Vision West Nottinghamshire College and Nottingham Trent University, who will both be sharing their further education offers to support learners to start their journey into one of 350 potential careers across our NHS.

The event is already receiving significant interest, so be sure to register your place fast – or share it with someone who you think would make a great addition to our NHS. You can register your place online at www.wnc.ac.uk/events

Updates from Newark Hospital

We know how much local people value Newark Hospital – and that’s why we’re so committed to working with our partners to expanding and improving the services available there. I am delighted to share news of three really positive updates with you all, as a result of our hardworking colleagues’ efforts:

Parking boost for Newark Hospital

The first relates to [the creation of up to 80 extra parking spaces at Newark Hospital – something that I know will be of real benefit to our patients, visitors and staff alike.](#)

That work has been made possible thanks to our partnership with Newark and Sherwood District Council, who have purchased a 1.2hectare plot of land in Bowbridge Road next door to Newark Hospital.

The District Council is expected to submit a planning application in the coming weeks, which will consider whether some of the land can be converted into additional parking for the site. If approved, work could begin at the site early in 2023 to further improve patient access to the hospital.

Newark Hospital recruitment open day

In November and December, we advertised a range of roles for admin, clerical, healthcare support workers, physiotherapists, occupational therapists and registered nurses to help support the running of services at Newark Hospitals.

That activity resulted in a flurry of applications and I am delighted to confirm that 25 applicants are preparing to being their roles at Newark Hospital as a result of those efforts. That is a huge boost for the site, our patients and the wider community alike – and I am looking forward to meeting them all, once their necessary pre-employment checks are rubber-stamped.

Enhanced audiology service helping to slash patients’ waiting times

We were delighted to share the news during December that more patients than ever are benefiting from being able to access more accurate and timely hearing tests at Newark Hospital, thanks to the introduction of a new state-of-the-art facility there.

The improvements have seen a Newark Hospital consultation room converted into a fully soundproofed booth which is already helping specialist teams to conduct more accurate hearing tests on both adults and children, including those who are referred to the hospital for support with their hearing aids.

The increased capacity of the new facility has also helped the Trust’s audiology service to meet national targets of welcoming 99% of patients for diagnostic tests within six weeks of being referred by their GP since May – the first time those targets have been met across the Trust’s King’s Mill and Newark sites since the start of the pandemic.

Over 500 adults, children and young people visit Newark Hospital each month to access support with their hearing and our new audiology booth is already helping patients to access the support they need in a more timely way, which is great news for everyone.

Thank you to everyone who has helped to make those really positive developments happen.

We are committed to continuing to make Newark Hospital a valued and vibrant community asset and, over the past five years, more than £5million has been invested in improvements to equipment, additional staffing and clinical supplies to expand the services there.

We are working hard behind-the-scenes on a host of other improvements and enhancements to services at Newark Hospital that we can't wait to share with our patients and the public throughout 2023. We will, of course, keep you informed.

Christmas: Mansfield Council carol service

Just before Christmas, I was delighted to attend the Civic Carol Service at St Peter & St Paul's Church in Mansfield, which was organised in partnership between Mansfield District Council, Mansfield 103.2 Radio, the Trust and the church.

The service is a fantastic opportunity to bring people together from across the area together to celebrate community life and spread some festive joy in the church – all of which was broadcast live on the radio.

Events like these are an important part of showing the commitment of Sherwood Forest Hospitals and our hardworking staff and volunteers to being a key part of the local communities we are so proud to serve.

Risk ratings reviewed

The Board Assurance Framework (BAF) risks have been scrutinised by the Trust's Risk Committee. The Committee has confirmed that there are no changes to the risk scores affecting the following areas:

- Principal Risk 6: Working more closely with local health and care partners does not fully deliver the required benefits
- Principal Risk 7: A major disruptive incident
- Principal Risk 8: Failure to deliver sustainable reductions in the Trust's impact on climate change.