

Board of Directors Meeting in Public - Cover Sheet

Subject:	Chief Executive's report		Date: 2 nd February 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 update from your local hospitals

Sherwood Forest Hospitals – like the whole of our NHS – remains under pressure right now.

Locally, those pressures resulted in the whole Nottingham and Nottinghamshire health and care system starting 2023 in a critical incident.

Those pressures have been caused by the demand we continue to see at the ‘front door’ of our Emergency Department and our Urgent Treatment Centre at Newark Hospital, as well as the challenges we also face in discharging patients in a timely way.

[On an average day in December, 111 patients occupied inpatient beds in our hospitals despite them being medically fit to leave – that’s around one-in-seven of all our beds](#) that were open at the time (773) during a period when we had more beds open than at any other time in our Trust’s history.

It is often said that the most difficult of times bring out the best in us and that has certainly been true of recent weeks, where we have seen so many brilliant examples of how our whole Trust stepping-up to help manage those pressures. Whether it be through examples like [our SDEC extending its opening hours to become a 24/7 operation for a short time](#) or [our brilliant volunteers putting in extra hours over weekends to bolster our efforts](#), our ‘whole Trust’ response has been a source of real pride for me.

Thankfully, we are now in a slightly better position and, as a result, we have been able to stand-down the critical incident. Despite this, we remain challenged and some of the escalation capacity we opened during the critical incident remains open.

I want to pay tribute and thank each and every one of our staff for their hard work, skill and dedication which have ensured we have been able to deliver safe patient care throughout such a challenging period.

We know that working through such intense pressures has been difficult, tiring and challenging for them all. We also recognise how our staff have been asked to go to lengths to make extraordinary decisions and changes that we would usually not have to make.

Throughout the month, members of the Executive and Senior Leadership Teams have been out and about talking with colleagues, giving our thanks to them for going above-and-beyond. We also took time to listen to their experiences and ideas on how we can support and improve things. I appreciate everyone’s honesty and openness throughout those conversations. We will consider the actions necessary to improve these and all issues raised. I personally commit to keep the Board updated on this work.

From the conversations we have had with colleagues over recent weeks, I want our colleagues to know that we hear them and that they have the full support of the Board of Directors in taking the decisions to ensure patients are safe and can continue to access the care they need and deserve this winter.

Despite the huge challenges that we continue to face, I firmly believe that we can all look forward to 2023 with real positivity.

We're working with our local education providers to encourage local people to *Step into the NHS*

In January, we were delighted to have worked alongside our partners from West Nottinghamshire College and Nottingham Trent University to host a special *Step into the NHS* careers event to showcase the wide range of opportunities available in the NHS.

The event took place on Tuesday 17 January at the College's Derby Road campus and was attended by more than 650 people who turned out in numbers to learn about the various career paths, apprenticeship opportunities and how to enrol at the university's Mansfield-based campus.

I would like to place on record my thanks to our partners and #TeamSFH staff who came together to help make this fantastic event possible.

The event was the first what looks like to be a series of successful events of its kind – so please watch this space for details of future events. We look forward to sharing more details of the event as part of this month's Outstanding Service video that will be displayed at our Public Board meeting.



We've shared our multimillion pound plans to bring faster, more convenient diagnoses to Mansfield



We have recently announced the multimillion pound plans we have submitted to Mansfield District Council for a purpose-built 'Community Diagnostics Centre' that will run alongside our existing Mansfield Community Hospital in Stockwell Gate.

If approved, the Centre – Nottinghamshire's first of its kind – will become a 'one-stop shop' for patients to access the tests and investigations they need in a single visit, helping them to give them an answer to their concerns.

Getting a rapid diagnosis for conditions such as cancer will help patients access the treatments they need more quickly – something that could be genuinely life-saving, as earlier diagnosis is key to improving survival rates and quality of life for those suffering chronic diseases.

Checks available at the new Centre will include a host of X-rays, scans and tests for a range of other conditions, including cancer and other long-term conditions – like heart and lung disease.

If approved, the plans could see the purpose-built facility open its doors to its first patients as soon as autumn 2024 to complement the services already provided at the Trust's King's Mill, Newark and Mansfield Community Hospital sites.

The plans are currently subject to a national funding bid. If the funding is secured and the plans are approved, it is hoped the Centre will welcome thousands of patients each year – as well as creating hundreds of new jobs.

The Centre will be built where a derelict building that is awaiting demolition currently stands on the Mansfield Community Hospital site.

As part of the unveiling of our plans, we hosted a public information event at Mansfield Community Hospital on Thursday 26 January for local people to learn more about these exciting new plans.

Thank you to everyone who has supported this initiative so far to help make this great work happen.

We're working to expand our operating theatres at Newark Hospital



Patients needing certain operations will get treatment faster thanks to a £5.6million project that will create new and improved theatres at Newark Hospital.

An extra 2,600 operations and procedures are expected to take place each year as a result of a new state-of-the-art theatre and recovery area and the development of two minor operations suites.

The Newark Elective Hub will significantly reduce waiting times, improve patient experience, as well as create new jobs for nursing and healthcare staff.

Expansion of the Newark Hospital site will help to address health inequalities by providing services locally for patients who would previously have had to travel further afield for treatment.

The development has been announced, thanks to a successful bid we have made to NHS England's Targeted Investment Fund (TIF).

NHS Nottingham and Nottinghamshire Integrated Care Board (ICB) sought support from Nottinghamshire County Council's Health Scrutiny Committee at their meeting on 10 January 2023, where the committee approved the plans for us to continue the planned expansion.

The project will create extra capacity in elective (non-urgent) care for urology and ear, nose and throat (ENT) surgery, which have the greatest backlogs. In addition, it will also enable clinically-appropriate procedures to be moved out of the theatres into minor operations suites to free up space for bigger procedures, in line with the national initiatives.

Preparation work is expected to start early in 2023, with the theatre expected to be on site in spring and in use from the summer.

The project is in-line with the Trust's strategy to maximise the potential of Newark Hospital for local residents and ensure it's a valued and vibrant community asset. We know how much residents value Newark Hospital and we are committed to making best use of the site and further improving the services we provide and the speed in which people can access them.

This project will enable us to carry out more procedures in Newark, making it much more convenient for patients to get the care they need and help them get back to living fuller lives, faster – without having to travel to King's Mill or further afield.

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.