

## Council of Governors - Cover Sheet

<b>Subject:</b>	Chief Executive's report	<b>Date:</b> 21 <sup>st</sup> February 2023		
<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>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>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 last Council of Governors meeting. The report includes updates on the following areas, with full details provided in Appendix One below:</p> <ul style="list-style-type: none"> <li>• Pressures update from your local hospitals</li> <li>• How we're working with our local education providers to encourage local people to <i>Step into the NHS</i></li> <li>• We've shared our multimillion pound plans to bring faster, more convenient diagnoses to Mansfield</li> <li>• Updates from Newark Hospital</li> </ul>				

## **APPENDIX ONE: CHIEF EXECUTIVE'S REPORT IN FULL:**

### **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. 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. That's 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.

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

On an average day in January, over 100 patients occupied inpatient beds in our hospitals despite them being medically fit to leave. Those issues present significant challenges with maintaining good patient flow across our hospitals

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.

It is often said that the most difficult of times bring out the best in us and that has certainly been true of recent months, 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.

And there have been so many more examples of this work across our hospitals from throughout the year – like the work we have done to [transform a former care home to extend the walls of our hospital wards at our Sherwood Community Unit](#) and [working with our partners to open our Transfer of Care Hub to help get patients home sooner](#).

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 New Year, 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 you have to ensure patients 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 – as I hope this report shows in abundance.

### **Pressures: Preparing for potential industrial action**

As a Trust, we are also watching with interest at the potential for planned industrial action from employee groups nationally over the months ahead – both within the NHS and from other sectors, including planned teachers' strikes.

The Trust has business continuity plans in place so 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.

### **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'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.

### **Other 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 begin 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.