

Board of Directors Meeting in Public - Cover Sheet

Subject:	Chief Executive's report	Date: 6 th April 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 from the Chief Executive's perspective.		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
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				
Acronyms				
BAF – Board Assurance Framework BMA – British Medical Association ICB – Integrated Care Board OPEL – Operational Pressures Escalation Levels				
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: Managing the impact of ongoing industrial action

Having provided an update last month about a busy but more stable picture across our hospitals, the same cannot be said for the month gone by. During March, we experienced some of the most intense pressure of the year so far – all while managing the inevitable impact that we knew the month's industrial action would have on our services.

First and foremost, I want to place on-record my thanks to colleagues across the Trust for their commitment and flexibility in keeping essential services running during this month's industrial action from junior doctors – a task that we know has been really challenging and has had a huge personal toll on them.

We know the important role that junior doctors play in providing great care here at Sherwood, which is exactly why their absence was so sorely felt during the industrial action that ran from 7am on Monday 13 to 7am on Thursday 16 March.

Now that period of industrial action has come to an end, we have been able to quantify the impact on our services. We know that hundreds of outpatient appointments and elective procedures were postponed during that time to allow our staff to focus their efforts on continuing to provide safe urgent and emergency care in our hospitals.

We recognise the importance of good pay and conditions in attracting and retaining good people here at Sherwood and across our NHS. We hope to see an end to this national dispute as quickly and painlessly as possible.

As we now wait to see whether some trade unions and their members nationally accept the proposals that are being made to them, we also note the announcement from the British Medical Association (BMA) on their intentions to hold a second round of industrial action among junior doctors. That action is due to take place between 7am on Tuesday 11 April and 7am on Saturday 15 April 2023.

I would like to reassure the public and the Board that our planning for that action is now very much underway. We will update you on that preparation and planning as soon as we know more.

Pressures update: Pressures elsewhere in our hospitals

As well as the unique pressures we managed during that first period of industrial action, high demand for our services has remained throughout March.

On the first day of that industrial action (Monday 13 April), we experienced our second-busiest day of 2023 to-date in our Emergency Department at King's Mill Hospital and our Urgent Treatment Centre at Newark, as 556 patients accessed services there that day.

Meanwhile, we have spent much of the latter part of March on 'OPEL4' (Operational Pressures Escalation Levels, which is our hospitals' highest level of operational escalation. COVID has also been on-the-rise, with infected inpatient rates having trebled to around 70 infected patients at one point in March.

Pressures: We have significantly reduced waiting lists for elective care

Despite those pressures, I am delighted to confirm that we have risen to the national challenge of reducing our waiting lists for those who have been waiting the longest to access the treatment they need and deserve here at Sherwood.

Managing to substantially reduce the numbers of patients who have been waiting 78-weeks (or 18 months) for elective care is a significant achievement and one that we should be rightly proud of as we continue to deal with the ongoing effects of the pandemic – all while continuing to deal with the intense pressures of today.

I am grateful to all our colleagues for the part they have played in making that happen.

A great place to work: Sherwood remains best Trust to work for in the Midlands, according to latest *NHS National Staff Survey* results

Sherwood Forest Hospitals remains the best Trust of its kind to receive care and to work for anywhere in the East and West Midlands, according to results of the most recent *NHS National Staff Survey* that were released in March.

The results rank the Trust as the acute trust that staff would most recommend as a place to work anywhere in the Midlands for an incredible fifth year in a row.

More than 3,390 (61%) Trust colleagues responded to the 2022 survey – well above the national average response rate of 46%.

Highlights of this year's results revealed that:

- 81% of staff agreed that the care of patients is the organisation's top priority (placing us first in the Midlands for this score)
- 78% of staff would be happy with the standard of care provided if a friend or family member needed treatment (first in Midlands)
- 72% recommend the Trust as a place to work, placing us first in the Midlands and third in the country.
- 90% feel trusted to do their job and feel that their role makes a difference to patients and service users.

While there are several areas that need improvement, some scores were the best in five years. For example, colleagues continue to report that they are able to show initiative in their roles, are involved in changes that affect them and are able to make improvements in their areas of work.

It is great to see that, despite the many national challenges across the NHS, colleagues' overall experience of working at SFH ranks among the very best in the country.

Our people are what makes the Trust one of the best and I want to say a massive thank you to everyone for continuing to deliver quality, safe and compassionate care, particularly during challenging times.

The fact that some of our scores are the best they've been in five years shows we are making real progress on our journey to foster a culture of continuous improvement and that there remains so much to be proud of here at Sherwood.

Despite so many positives that we will proudly celebrate, we also recognise that many of our colleagues are feeling the strain mentally, physically and financially right now.

The results also highlight some areas where we know we need to go further, as while harassment and bullying among Trust staff is at its lowest for five years, there have been more experiences of bullying, harassment, discrimination, violence and aggression from patients and members of the public towards staff than ever before.

We will be working through the results in more detail in the coming weeks and using the insights from these survey results to drive forward further improvement.

A great place to work: Celebrating the diversity of #TeamSFH



With colleagues from Afghanistan to Zimbabwe, we celebrated the diversity of workforce in March as we observed *Overseas NHS Workers Day* on Friday 3 March. To mark the occasion, we unveiled a large artwork featuring 95 flags – each one representing the countries of birth of the Trust's 5,000-plus workforce.

The artwork is on display beside the main lifts on the ground floor of King's Mill Hospital, where it can be seen by thousands of patients, staff and visitors every day. Similar designs will also be displayed at our Newark Hospital and Mansfield Community Hospital sites.

Since the installation was first created a year ago, we have welcomed colleagues from a further 10 nationalities into the Trust, with the flags of their countries of birth now having been added to the display that we aim to update each year.

We know that overseas colleagues bring a vast amount of skills, knowledge and expertise to our hospitals and – together – make a huge contribution to the Trust's efforts to deliver outstanding care to our patients and local communities each day.

In fact, people from ethnic minorities make up almost 18% of the Trust's workforce, which is higher than the local population of 5% according to the 2011 Census.

The artwork also supports the Trust's anti-racism strategy and promotes equality, diversity and inclusivity, summed up by the title: 'One world, one #TeamSFH.'

Partnerships update: Mid Nottingham Place Based Partnership

Following a reset for the partnership with renewed leadership from Adam Hill, Chief Executive Officer of Mansfield District Council, the partnership has worked together to refresh the focus for 2023/24.

The vision and ambitions have been revised to match the County's Health and Wellbeing Strategy, with the following priorities having been proposed:

- Best start – local coordination of the best start strategy; mental health in children and young people
- Living Well – Primary prevention and Cost of Living
- Ageing Well – Frail older people and loneliness
- Health Inequalities – Core20Puls5 – severe mental disorder and targeted communities relevant to place.
- Partnership Development – integrated neighbourhood teams and consistent communication across partners

The next stage will be to assign resource, programme structure and develop key metrics.

Partnerships update: Tackling health inequalities across our county

The Integrated Care System has set aside a new 'Targeting Health Inequalities' fund, with the partnership having received approval with conditions for some project work on Neighbourhood Teams and Sherwood Forest Hospitals – similar to the alcohol bid we previously submitted.

Partnerships update: Continuing development of the Provider Collaborative

The Provider Collaborative continues to develop. An update is included in a separate paper and is being presented to all partners Boards this month.

Partnerships update: Supporting a county-wide Declaration on Tobacco Control

As part of my role as a partner member on the Nottingham and Nottinghamshire Integrated Care Board (ICB), I was proud to support a refreshing of our commitment of a county-wide Declaration on Tobacco Control.

Smoking kills around 1,513 people in Nottinghamshire County and Nottingham City every year. It is also the biggest contributor to health inequalities, with 50% of the difference in life expectancy between the most affluent and the most deprived areas attributed to tobacco.

At its March meeting, the ICB was asked to reaffirm its commitment under the Declaration which sets out principles that commit us all to reducing smoking in our communities and includes a commitment to developing and implementing an organisational action plan.

Under the Declaration, the county's health and social care providers were asked to ensure timely and accessible communications and information about local stop smoking services were provided, as well as to offer our support to annual events like National No Smoking Day and ensuring that commissioned services adopt smoke-free workplaces.

The commitment is one that I was delighted to support, as we know the impact that smoking has on the lives and health outcomes of our patients, local communities and our own staff here at Sherwood.

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