

## Board of Directors Meeting in Public - Cover Sheet

<b>Subject:</b>	Chief Executive's update		<b>Date:</b> 1 <sup>st</sup> June 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>					
An update regarding some of the most noteworthy events and items over the past month from the Chief Executive's perspective.		<b>Approval</b>			
		<b>Assurance</b>	<b>X</b>		
		<b>Update</b>	<b>X</b>		
		<b>Consider</b>			
<b>Strategic Objectives</b>					
Provide outstanding care in the best place at the right time	Improve health and well-being within our communities	Empower and support our people to be the best they can be	To continuously learn and improve	Sustainable use of resources and estate	Work collaboratively with partners in the community
<b>X</b>	<b>X</b>	<b>X</b>	<b>X</b>	<b>X</b>	<b>X</b>
<b>Principal Risk</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>Acronyms</b>					
BMA = British Medical Association					
<b>Executive Summary</b>					
An update regarding some of the most noteworthy events and items over the past month from the Chief Executive's perspective.					

## **Pressures update**

Despite seasonal demands subsiding to some extent, we continue to see high levels of demand within our Emergency Department at King's Mill Hospital and our Urgent Treatment Centre (UTC) at Newark Hospital. In fact, on an average day in May, over 500 people accessed those services – a figure that compares to the height of the winter months.

As well as managing pressures at our 'front door' of our hospitals, we also continue to care for more than 100 patients in our hospitals each day who have received the acute care they need from our hospitals and are now medically fit to be discharged to continue their recovery in wherever they call home.

We continue to work with our health and social care colleagues across the Nottingham and Nottinghamshire Integrated Care System (ICS) area to help manage those pressures and make every one of our hospital inpatient beds count over the summer months ahead.

## **Pressures update: Relocating our Sherwood Community Unit to Mansfield Community Hospital**

A key component of the Trust's response to managing bed pressures over the past year has been our ability to flexibly increase the number of acute inpatient beds within the Trust to a point where, by January, we had more acute beds open in our hospitals than at any other point in our history.

One significant part of that response saw the opening of the Sherwood Community Unit – a former care home building that we transformed to extend the walls of our hospitals. The move allowed us to provide transitional care for patients who had received the attention they needed and were ready to leave hospital as soon as their onward care arrangements had been finalised.

In its year in operation, the Sherwood Community Unit cared for nearly 800 patients and has played a vital part in freeing-up hospital beds for those who need them most.

It is perhaps a sign of those pressures subsiding that we have now been able to close the Sherwood Community Unit in its standalone location and relocate it to its new home within Mansfield Community Hospital.

Throughout its time, the Unit has been a great example of how thinking differently can ensure that patients receive the best possible healthcare in the right place at the right time. It has had a positive impact in alleviating winter pressures and keeping essential NHS services running and we are so grateful to the team of staff, volunteers and community workers who made this possible.

By relocating the Unit into Mansfield Community Hospital, we will be able to transfer patients even more easily and efficiently while retaining the same innovative approach to continuing to care for our patients in the best possible way.

The Unit will now be known as the Chatsworth Centre in its new home at the modern Mansfield Community Hospital.

## **Pressures update: National ‘level three’ COVID incident stepped-down and removing the need to wear facemasks across our hospitals**

On 18<sup>th</sup> May 2023, NHS England announced it was stepping-down the national incident from level three as the country’s response to the COVID-19 pandemic moves to its next stage.

While the implications of this development nationally will largely only impact the workings of our hospitals behind-the-scenes, the impact of the pandemic continues to be felt across our services.

We have continued to treat patients who are critically ill with COVID in our critical care unit over the past year but – thankfully – examples of that are becoming less common now.

The country learning to ‘live with COVID’ has brought changes to how we are managing our ongoing response to the pandemic locally here at Sherwood as we took the decision to remove the need to wear a mask in most clinical areas of our hospitals in May.

Patients, staff and visitors are now only required to continue to wear a mask in clinical areas where we are caring for our most vulnerable patients. Clinical areas where masks will continue to be worn include our Critical Care Unit, NICU and other areas with high volumes of immunosuppressed patients. Those areas will have red ‘You are in a high-risk area’ posters displayed.

We have also changed patient testing requirements, including removing the need to test asymptomatic inpatients and will now only test inpatients and elective patients who are displaying symptoms of COVID or patients who are immunosuppressed.

All patients who are being transferred from our hospitals to another care provider – such as a care home or hospice – will also continue to be tested. Other NHS providers may also request that our patients are tested before they are transferred to them.

We have reduced the time infected patients need to isolate, in line with national guidelines. The requirement to isolate an infected patient is being reduced to a minimum of five days, with isolation to stop at a maximum of 10 days following a symptom review.

These latest changes bring Sherwood Forest Hospitals into line with national guidance and NHS providers working across the county.

We remind everyone to respect the wishes of those who choose to wear a face mask anywhere in our hospitals – whatever the reason. And, if patients would prefer hospital staff to wear a face mask while in close contact, we will be happy to accommodate those requests.

We remain grateful for the support of our colleagues for their continued work to manage the impact of the pandemic on our services, our colleagues and our patients.

## **Pressures update: Planning for future industrial action from the British Medical Association (BMA)**

We have continued to watch national developments with great interest over recent weeks and, in particular, the announcement from the British Medical Association (BMA) of their intentions to hold a third round of strike action among their members.

This strike action is due to include junior doctors here at Sherwood, with the strike due to take place over a 72-hour period between 7am on Wednesday 14<sup>th</sup> June and 7am on Saturday 17<sup>th</sup> June.

We know how important the work of our junior doctors is across the Trust every day and our planning is well underway to prepare for the impact that this action will have on our colleagues, our services and the patients who use them each and every day.

The experience of recent industrial action tells us just how sorely their absence will be felt – not least in the impact this action will undoubtedly have on many of our services as we focus our efforts on providing urgent and emergency care as a priority across our hospitals.

We value the hard work and dedication of our colleagues and we understand the importance of good pay and conditions for both them as individuals and the organisation. As a Trust, we will do everything we can to ensure that they are properly supported over the months ahead.

We hope to see a national dispute as swiftly as possible.

### **Two #TeamSFH midwives receive national awards in recognition of their outstanding efforts**

We were delighted to see two of our Trust's midwives presented with prestigious national awards in May in recognition of going above and beyond in their roles.

Our Trust's Recruitment and Retention Midwife, Sharon Parker, and Lead Professional Midwifery Advocate, Julia Andrew, were presented with the Chief Midwifery Officer Silver Award by Sascha Wells-Munro, Deputy Chief Midwifery Officer for NHS England, on a visit to King's Mill Hospital.

The award is presented to individuals who have demonstrated excellence in clinical practice, leadership resulting in improvement, championing diversity and inclusion.

Sharon Parker has worked at the Trust for 10 years and has been responsible for recruitment and retention since February 2022. In that time, she has successfully recruited into all vacant posts for newly-qualified midwives. All these midwives still work for the Trust, apart from one who has relocated to a different area.

Meanwhile, Julia has been a Professional Midwifery Advocate since February 2022 and has led the service since June 2022. She set up the Birth Options service which develops birth plans for women and birthing people who request care outside of guidance. She makes sure all women are empowered with supported decision making and offers bespoke support to midwives and obstetricians to ensure they feel safe and empowered to facilitate choice. Since the service was launched it has supported more than 70 families, providing them with individualised and responsive maternity care.

I congratulate them both on this brilliant national recognition for their outstanding achievements.



Julia Andrew (left) and Sharon Parker (right) with their Chief Midwifery Officer Silver Awards alongside Sherwood's Director of Midwifery, Paula Shore

## **Partnerships update: Michael Gove MP visits future Mansfield Connect hub following successful Levelling Up bid**

On Thursday 18 May, we were delighted to be represented when the Government's Secretary of State for Levelling Up, Housing and Communities, Rt Hon Michael Gove MP, visited Mansfield to hear from local leaders about their ambitions to transform the town's former Beales building into 'Mansfield Connect'.

The visit follows an announcement in January which saw Mansfield District Council confirmed as being successful in its bid to the Government's Levelling Up Fund for £20million to regenerate the site.

The ring-fenced funding will see the old retail building in the town centre revitalised into a multi-agency hub – Mansfield Connect – that will house key partners in the district and become a one-stop shop for residents to access key services.

The hub is a positive move for the local area and its creation is one that we are proud to be playing a part in – both as a Trust and as member of the Mid Notts Place-Based Partnership.

## **Partnerships update: Provider Collaborative Leadership Board**

The Provider Leadership Board met during May, where its mission statement was agreed. The Provider Leadership Board is the collective group of senior leaders representing the Provider Collaborative overseeing the priorities.

The emergent executive group formed through distributive leadership has now agreed its membership and its operating framework has now also been agreed.

Two priorities have also been identified and the group received updates on the scoping for each workforce and urgent care. It was noted as part of the conversations that identifying resources remains a risk as the work progresses. Outstanding areas for development are governance and communications, with one partner due to put in some short-term communications support.

There is also a planned workshop for Chairs, Non-Executives and CEOs to explore governance arrangements. which is likely to explore sovereignty and shared decision making across the Provider Leadership partnership.

## **Risk ratings reviewed**

The Board Assurance Framework (BAF) risks, for which Risk Committee is lead committee, 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

## **Welcome to Sally Brook Shanahan as the Trust's new Director of Corporate Affairs**

I am delighted to welcome Sherwood's new Director of Corporate Affairs, Sally Brook Shanahan, to what is due to be her first Board of Directors Meeting in Public.

Sally joins us from Nottingham University Hospitals (NUH), where her background as a solicitor, her wealth of outstanding public service, and her strengths in corporate governance will serve her well in her new role.

Sally has the unenviable role of filling the shoes of her predecessor, Shirley Higginbotham, who is no doubt now enjoying what we hope will be a long, happy and healthy retirement.

I look forward to working with Sally as an invaluable part of our Trust's Executive Team over the months and years ahead.