

Board of Directors Meeting in Public - Cover Sheet

Subject:	Chief Executive's report		Date: 7 th March 2024		
Prepared By:	Rich Brown, Head of Communication				
Approved By:	Paul Robinson, Chief Executive				
Presented By:	Paul Robinson, Chief Executive				
Purpose					
An update regarding some of the most noteworthy events and items over the past month from the Chief Executive's perspective.		Approval			
		Assurance	Y		
		Update	Y		
		Consider	Y		
Strategic Objectives					
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
Y	Y	Y	Y	Y	Y
Principal Risk					
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 CDC = Community Diagnostic Centre					
Executive Summary					
An update regarding some of the most noteworthy events and items over the past month from the Chief Executive's perspective.					

Operational updates

Overview of operational activity

We have continued to face demand across our services throughout 2023/24 which has exceeded planned levels. That theme has continued throughout February.

In January 2024, the number of ambulance arrivals, Emergency Department attendances and non-elective admissions peaked at yearly highs, despite the Trust experiencing unusually low levels of patients with influenza.

That demand has meant that our urgent and emergency care pathway remains under sustained pressure, with patients having to wait longer than any of us would wish for admissions. It has also led to crowding in our Emergency Department.

That position is not unique to Sherwood, with similar challenges being experienced by many acute trusts across the country right now.

Those pressures have also meant we have needed to implement escalation actions – including our Full Capacity Protocol – on several occasions to ensure that we are using every possible bed across our services.

Despite those pressures, we have seen a number of improvements over recent months.

Significantly, we have managed to reduce the number of patients in our hospitals who are medically safe to be discharged from our services, as well as reducing the number of our 'long stay' patients.

We have also consistently delivered strong ambulance handover times during the month, meeting the 30-minute standard and improving our performance against the 15-minute standard in November after making improvements to our ambulance handover process. We continue to benchmark as one of the best trusts in the country for ambulance handover – a position we are proud of, as it recognises the emphasis we place on releasing ambulance crews to respond to the needs of our local populations.

Our planned care activity levels were above our plan in January across outpatient, day case and inpatient services, despite further industrial action at the start of the month.

Those planned care activity levels have supported a reduction in number of patients on our waiting list, including those patients waiting over 52 and 65 weeks. We continue to work to reduce the number of long-waiting patients in 2024 as we focus on recovery plans for our most challenged services.

Within our Cancer services, we continue to meet the national 28-day faster diagnosis standard and, in recent weeks, we have delivered reductions in the number of two-week wait patients waiting over 62-days for treatment. We have further work to do in 2024 to improve the timeliness of the treatment phase of our cancer pathways.

A more comprehensive update on our operational performance will be presented at the May 2024 Trust Board, where we are due to reflect on our quarter four 2023/24 performance.

Industrial action updates

We were disappointed that the lack of progress in the national talks to bring an end to the ongoing industrial action resulted in a further period of industrial action during February.

This latest period of industrial action was called by the British Medical Association (BMA), with junior doctors taking strike action between 7am on Saturday 24th February 2024 and 11.59pm on Wednesday 28th February 2024.

During this latest period of industrial action, over 759 appointments, procedures and operations needed to be postponed here at Sherwood to enable the Trust to focus on the delivery of safe urgent and emergency care.

Industrial action continues to have a significant impact on the Trust, adding to the impact of previous industrial action that has had. Across all periods of industrial action from the start of 2023 to date, the Trust has postponed a total of 9,085 appointments, procedures and operations.

In addition to the operational impact that industrial action has on our services, the financial cost of this year's industrial action up to and including an estimate of January's impact now totals over £7.9million. That figure will rise when the cost of the February industrial action is known. This includes the spend to cover lost shifts, lost income opportunities and missed efficiency saving opportunities. To date, the Trust has received £3.4million of national funding to mitigate the impact of this.

We remain disappointed about the continuing lack of progress over the negotiations that are happening to help bring this continuing industrial action to a close.

We continue to hope for a resolution to be found to this national issue that continues that cause real pain locally for our Trust colleagues and patients alike.

Partnership updates

Strengthening our relationship with Nottinghamshire County Council

As part of our ongoing commitment to strengthening our relationships with local partners, I was delighted to welcome colleagues from Nottinghamshire County Council to our King's Mill Hospital on Monday 26th February 2024.

Councillor Scott Carlton, Communities and Public Health portfolio holder, and Viv Robbins, the Council's Acting Director of Public Health, visited to explore how we can strengthen our work together.

During the visit, we were proud to showcase our amazing 'Phoenix Team' to tell the story of how our smoking cessation maternity service is helping to improve the lives of local families and improve the prospects of future generations – a key commitment of our new Trust Strategy.

The Trust team leading our work to create a permanent home for Nottinghamshire's first Community Diagnostic Centre (CDC) also showcased our plans for the site, as well as sharing how the service is already helping to improve the lives of local people.

We thank them for sharing our commitment to improving the lives of our local communities and we look forward to continuing that important work together over the months and years to come.

Other Trust updates

Resignation from the Trust Board of Directors

Sherwood Forest Hospitals' Director of Strategy and Partnerships, David Ainsworth, has resigned his position with the Trust.

David leaves with our best wishes and we thank him for all that he achieved during his time with the Trust.

Mansfield Community Diagnostic Centre information event held to share more on hospital development plans



In February, we held a dedicated information session for local people to learn more about plans to build the second phase of Nottinghamshire's first Community Diagnostics Centre in Mansfield.

The event took place on Tuesday 20th February 2024 and welcomed dozens of Trust colleagues, partners and local residents to share information on the Trust's plans to deliver even better access to the tests and investigations they need in one visit, reducing the time it takes for patients to receive an 'all clear' or diagnosis sooner.

Community Diagnostic Centres are redefining the way patients access the vital tests and health checks they need across the country and we are proud to be further developing the first Centre to our area.

The event was well-attended by Trust colleagues, partners, local residents and businesses to learn more about the project and how they could be one of hundreds of lucky people who will join our brilliant team working in the Centre.

The development follows our announcement in February 2023 to bring Nottinghamshire's first Community Diagnostics Centre or 'CDC' to Mansfield, with the full facility eventually due to open its doors in summer 2025.

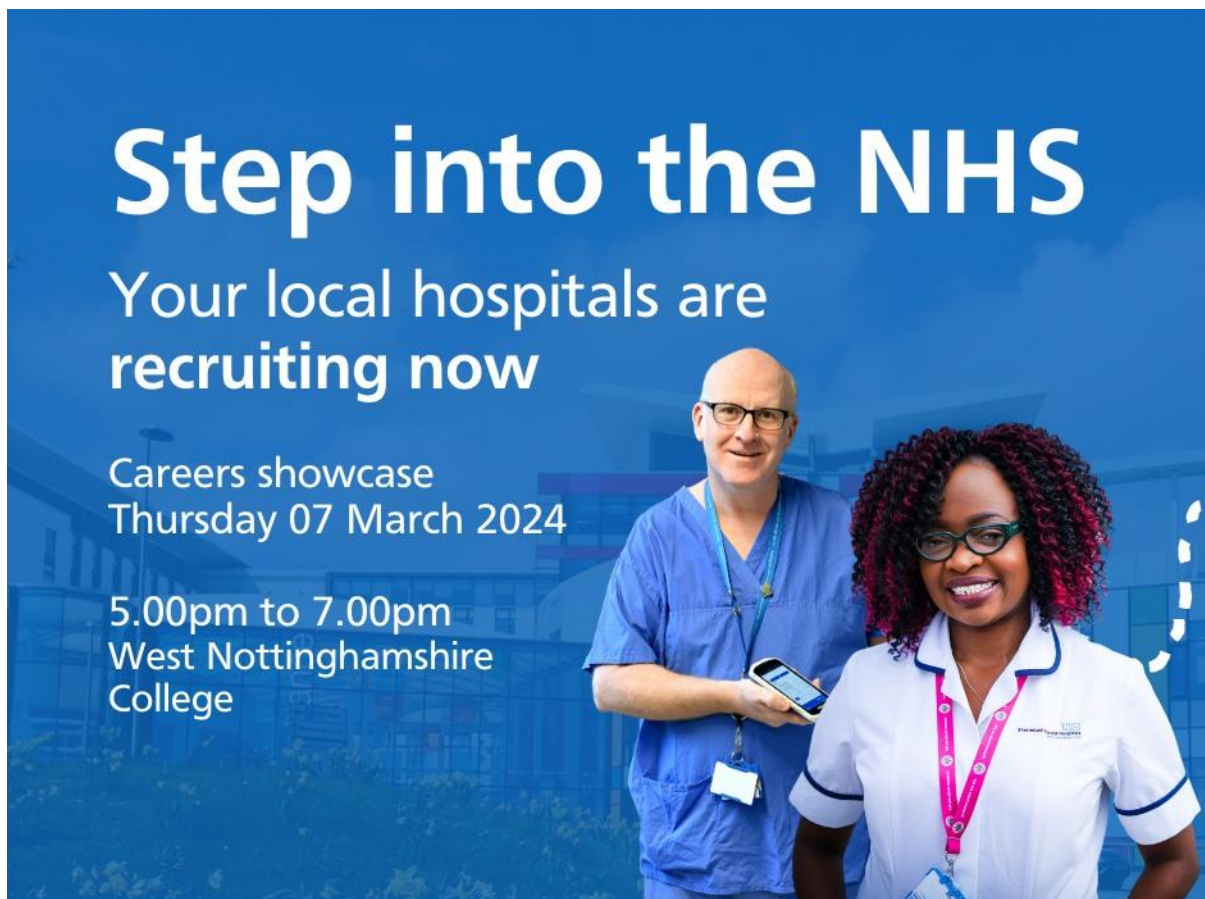
Since that date, we have delivered more than 10,000 blood tests, heart scans, MRI full body scans and ultrasound scans from our existing sites – even before work is due to start on the new permanent home for the facility this spring.

Contractors are now on-site at Mansfield Community Hospital as they prepare to start work to build the purpose-built, state-of-the art facility where a derelict building currently stands alongside our existing Mansfield Community Hospital building.

Once the full range of services are running from the Centre's new permanent home, the Mansfield Community Diagnostic Centre will also offer a full range of heart and lung tests, fertility checks and procedures including endoscopy where a simple camera can diagnose digestive problems. The Centre will also create hundreds of jobs at the facility.

For more information about the new Mansfield Community Diagnostics Centre, you can visit www.sfh-tr.nhs.uk/cdc

Step into the NHS event returns for 2024

A promotional poster for the 'Step into the NHS' event. The background is a blue-tinted image of a hospital corridor. In the foreground, a man in blue scrubs and a woman in a white NHS uniform are smiling. The text on the poster reads: 'Step into the NHS', 'Your local hospitals are recruiting now', 'Careers showcase', 'Thursday 07 March 2024', '5.00pm to 7.00pm', 'West Nottinghamshire College'.

Step into the NHS

Your local hospitals are recruiting now

Careers showcase
Thursday 07 March 2024

5.00pm to 7.00pm
West Nottinghamshire
College



The evening of the Public Meeting of our Board of Directors is due to see our first *Step into the NHS* event of the year take place, with the event due to take place between Thursday 7th March 2024 at West Nottinghamshire College's Derby Road campus.

The event is due to be another great opportunity for local people to learn more about the host of clinical and non-clinical roles available at their local hospitals.

Colleagues from across #TeamSFH will be in attendance, sharing more information about roles across our sites – including at Nottinghamshire’s first Community Diagnostics Centre (CDC).

The event will also be an opportunity for local people to learn more about apprenticeships and bank opportunities at Sherwood, as well as receiving information from both West Nottinghamshire College and Nottingham Trent University on the courses available to support local people to find an ideal NHS role for them.

The events are always well-attended and we look forward to showcasing the varied and rewarding range of careers on offer here at Sherwood.

Submission of Thirlwall Inquiry response

I have previously updated the Board that NHS England had made a request to Sherwood Forest Hospitals to provide evidence to support the national Thirlwall Inquiry. [The full terms of reference for the inquiry are available to view on the gov.uk website.](#)

The Inquiry was announced following the trial of Lucy Letby, who was sentenced to life imprisonment and a whole life order on each of seven counts of murder and seven counts of attempted murder. That trial, which concluded on 21st August 2023, considered offences that took place at the Countess of Chester Hospital – part of the Countess of Chester Hospital NHS Foundation Trust.

I have previously updated the Board that the Trust has responded to the request for evidence, which took the form of a questionnaire that was sent to Trusts across the country. The Inquiry Team have confirmed receipt of that evidence.

The Inquiry Team has now confirmed that, as referenced in the Chair’s [opening statement](#), the Inquiry will be sending a short, confidential survey to all midwives, doctors, nurses and managers in hospitals with neonatal units – including here at Sherwood Forest Hospitals.

The Trust will, of course, be supporting this important work and I will keep the Board of Directors updated about the Inquiry’s progress and our role in supporting that.

Trust risk ratings reviewed

The Board Assurance Framework (BAF) Principal Risk 7 – ‘A major disruptive incident’ – for which the Risk Committee is the lead committee has been scrutinised by the Trust’s Risk Committee. The Committee has confirmed that there are no changes to the risk score.

The full and updated Board Assurance Framework (BAF) was presented at the Public Meeting of the Trust’s Board of Directors in February.