

## Board of Directors Meeting in Public - Cover Sheet

<b>Subject:</b>	Chief Executive's Report		<b>Date:</b> 7 November 2019	
<b>Prepared By:</b>	Robin Smith, Acting Head of Communications			
<b>Approved By:</b>	Richard Mitchell, Chief Executive			
<b>Presented By:</b>	Richard Mitchell, Chief Executive			
<b>Purpose</b>				
To update on key events and information from the last month			<b>Approval</b>	
			<b>Assurance</b>	X
			<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>Overall Level of Assurance</b>				
	<b>Significant</b>	<b>Sufficient</b>	<b>Limited</b>	<b>None</b>
			X	
<b>Risks/Issues</b>				
<b>Financial</b>				
<b>Patient Impact</b>				
<b>Staff Impact</b>				
<b>Services</b>				
<b>Reputational</b>				
<b>Committees/groups where this item has been presented before</b>				
N/a				
<b>Executive Summary</b>				
<p>An update regarding some of the most noteworthy events and items over the past month from the Deputy Chief Executive's perspective:</p> <ul style="list-style-type: none"> <li>• Overall update</li> <li>• Wider SFH news</li> <li>• Next month at SFH</li> </ul>				

## Chief Executive Report – November 2019

### Overall update

Please find the latest harm information below:

	Monthly figure	Year to date figure
C Diff	6	22
MRSA	0	0
E Coli	4	23
Grade 4 avoidable Healthcare Associated Pressure Ulcers	0	0
Falls which cause moderate, severe or catastrophic harm	1	5
Never events	0	1
Total	11	51

Further information about the above is included in the Single Oversight Framework Performance Report. Appendix A details how we performed in September against our high level metrics for workforce, quality, access and finance.

The executive team and I visited the following areas, amongst others in September:

- King’s Mill Hospital and Mansfield Community Hospital; Ambulatory Emergency Care Unit, Anaesthesia, Clinics 1, 2, and 3, Community Hub, EAU, Emergency dept, Endoscopy, Flow room, Library, Lindhurst Ward, Medical Equipment Medical Devices, Oakham Ward, Phlebotomy; Radiology, Resus Training, SAU, Sherwood Birthing Unit, Theatres, Urgent Care Centre and Ward’s 12, 14, 24, 31, 32, 33, 36 and 42.
- Newark Hospital; Clinic Prep, Fernwood Community Unit, Medical Records, Minster Ward, Outpatients, Patient Pathway Co-ordinators, Sconce Ward and Typists.

### Wider Sherwood news

#### Care Quality Commission

Since my last update to Board, we have submitted our Provider Information Request (PIR) to the CQC and I would like to thank you everyone involved in providing information for this, especially Elaine Jeffers who coordinated our response. I believe we will have our core service assessments before the end of this financial year and the services that have not been visited since 2013 are likely to be key areas of focus. The services visited last year may still be visited this year though. We have lots to celebrate at Sherwood and we should be very excited about this opportunity.

We have also continued our engagement with the CQC. There is a drop in session on Monday 11 November for colleagues to talk to one of the CQC inspectors and I have encouraged all colleagues to have open and honest conversations with the CQC. I believe the CQC will find multiple improvements since 2018 and we do not need to evidence anything other than what we do on a day to day basis.

**Sherwood awards**

I would like to congratulate all our colleagues at Sherwood and across Mid Nottinghamshire who won the Nursing Times Integrated Approaches to Care award last week for their incredible work and care in the Street Health Project. I cannot think of a more deserving team and service.

By the time of our public Trust Board we will know if we have been successful at the HSJ Awards for Trust of the Year, and or in the Mental Health Innovation category with our partners, Nottinghamshire Healthcare NHS Foundation Trust. Irrespective of the result we can be very proud of both submissions and the progress we have made over the years.

I am hugely looking forward to our annual Staff Excellence Awards tomorrow night and I am delighted Roy Lilley is joining us as guest of honour. The evening provides us with the opportunity to recognise and celebrate some of the fantastic teams and individuals we have at Sherwood.

**Sherwood amongst the most improved Trusts for speaking up**

Dr Henrietta Hughes, the National Guardian for the NHS has published the first ever Freedom to Speak Up Index as part of Freedom to Speak Up Month. The report can be accessed here: <https://www.nationalguardian.org.uk/wp-content/uploads/2019/10/ftsu-index-report-2019.pdf>

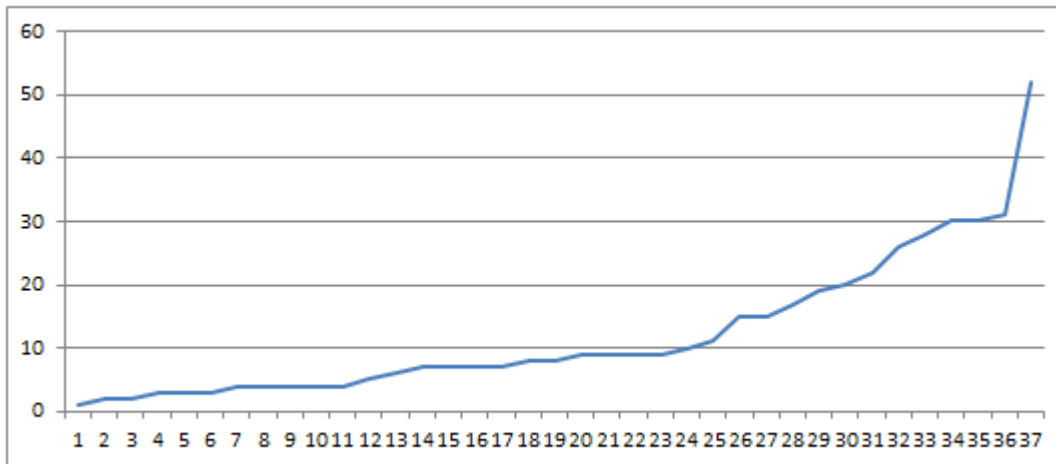
The Freedom to Speak Up index is the first time that the speaking up culture has been measured in trusts and foundation trusts. It is derived from four questions in the NHS annual staff survey about staff perception of feeling encouraged, knowledgeable and secure to speak up.

It is pleasing to see Sherwood features in the table as the joint sixth best organisation in terms of greatest improvement in their FTSU index between 2015 and 2018. Given the progress we have made on the Speaking Up agenda this calendar year, we would hope to see further improvement again following the 2019 staff survey. This index also gives more information about the speaking up culture in organisations and can act as an opportunity to learn from other trusts.

As detailed above, the report focusses on changes between 2015 and 2018. At Sherwood we strengthened our Freedom to Speak Up agenda in April 2019 when we appointed Jess Woodward, our first substantive Freedom to Speak Up Guardian. Jess was appointed from outside of Sherwood and reports into Shirley Higginbotham, Director of Corporate Affairs. You can see in the table below we have seen a dramatic increase in the numbers of colleagues speaking up:

Quarter	Number of concerns raised
Q2: 2018-19	3
Q3: 2018-19	2
Q4: 2018-19	4
Q1: 2019-20	11
Q2: 2019-20	22

In the first twenty days in October (first month of Q3) we have already had 10 colleagues speak up so we would imagine the numbers in Q3 will be greater than Q2. We know the safest organisations are ones where colleagues feel they can speak up. As a comparison I have listed below the number of people speaking up in each all of the 37 trusts the CQC/ Freedom to Speak Up identify as acute and small (less than 5000 staff). I think this is a valid benchmark. The information below is for Q4 2018-19 which is the most up to date data set and shows a range of 1 to 52 people for that quarter in each Trust. It is difficult to identify what a “good” number is for the number of colleagues speaking up, but I believe moving towards the right hand side of the graph indicates progress.



**Director of Culture and Improvement appointed**

I am pleased to report that following a robust recruitment process including a national advert, stakeholder panels and an interview panel chaired by John MacDonald, we have recruited Emma Challans as our first Director of Culture and Improvement. We had 43 applicants for the job and interviewed five candidates. I am confident Emma will be an exceptional leader at Sherwood and will offer us a lot of support in the areas of organisational development, quality improvement and financial improvement, amongst others.

Emma currently works for the Yorkshire and Humber Academic Health Science Network, and will be joining us on Monday 9 December. I am certain Emma will be a highly visible and encouraging leader and will work closely and effectively with Clare Teeney, Director of People.

As a reminder, our new Chief Nurse, Julie Hogg will also be joining us on the 9 December. We have also recently shortlisted for our new Medical Director as Dr Andy Haynes is joining the Nottingham and Nottinghamshire Integrated Care System. We have a strong shortlist of candidates and we are interviewing on Monday 11 November. Andy will continue to be our substantive Medical Director until the new Medical Director is in post and on site.

**EU Exit**

As you will know by now, the UK did not leave the EU as planned on 31 October. We continue to follow national guidance in terms of planning for when we do leave, potentially on 31 January 2020. We now expect a General Election to take place in December and we will observe a period of purdah.

### **Next month at Sherwood**

November is often a very difficult month across the NHS as winter begins to kick in. A key focus for us is delivering a safe winter for our patients and colleagues at Sherwood. We will encourage all colleagues to have their say in the annual NHS staff survey before it closes on 27 November and we will continue to ensure as many clinical and non-clinical colleagues choose to receive the flu vaccination to help protect themselves, our patients and the wider community.

#TeamSFH  
@SFHFT

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NHS Foundation Trust

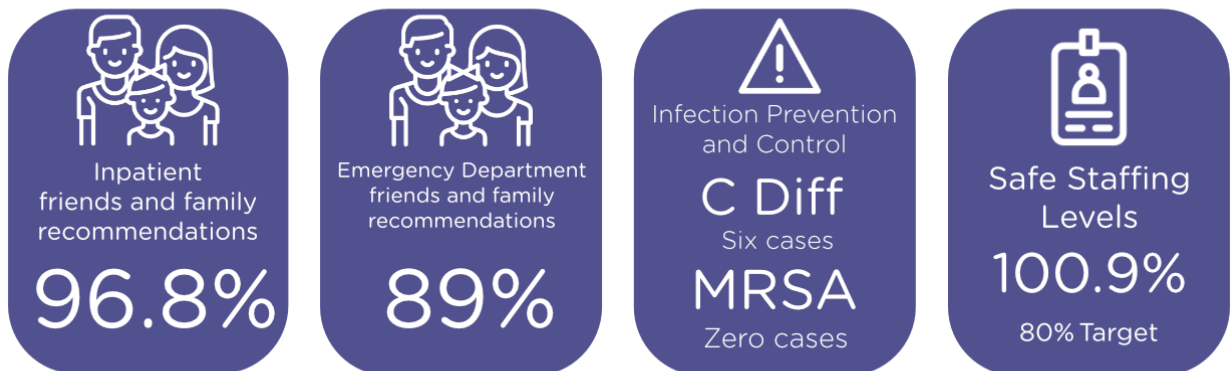
# Workforce



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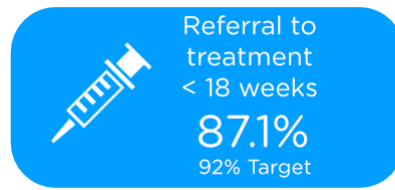
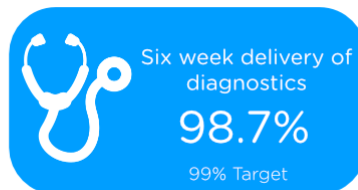
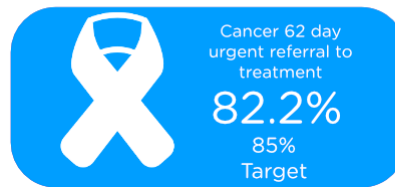
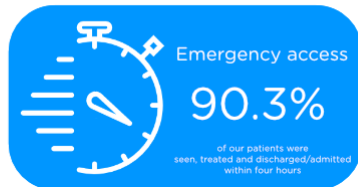
Sherwood Forest Hospitals  
NHS Foundation Trust

# Quality



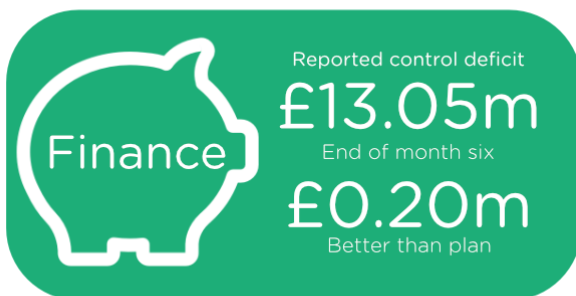
#TeamSFH  
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# Access



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# Finance



## Appendix B



### ICS Board Summary Briefing – October 2019

*Please find below the Nottingham and Nottinghamshire Integrated Care System (ICS) update following the ICS Board on 9<sup>th</sup> October. Please ensure this is cascaded to Governing Boards/Bodies, Management Teams and other key stakeholders and teams across your respective organisations. Minutes from the ICS Board held on 12<sup>th</sup> September 2019 will shortly be published on the system's website – <https://healthandcarenotts.co.uk/about-us/ics-board/>*

#### Introduction

The Chair of the ICS, David Pearson, welcomed a number of citizens and staff from across the system to the Board meeting – reminding colleagues that the meeting was held in public and all the papers for the meeting are available at <https://healthandcarenotts.co.uk/about-us/ics-board/>. Patients, citizens and staff from organisations across the system are always welcome to the Board to hear the discussions. The Chair and the Board also congratulated Dr Andy Haynes on his appointment as the ICS's interim Executive Lead following a system-wide recruitment process.

#### Patient Story – RedThread

Representatives from Red Thread (<https://www.redthread.org.uk/>), including a young service user, attended the Board to describe the diversion work being done in Nottingham on knife crime and other violent offences at the point of attendance in A&E. Through the targeted deployment of youth workers and by offering one-on-one support to young people at risk, the Red Thread team have been able to successfully break the cycle of violence for many young people. The Board heard a presentation from Chloe who was a beneficiary of the Red Thread service at her own 'teachable moment' as a victim of violent crime and has subsequently gone on to become a peer mentor and ambassador for the organisation. Board members including representatives from NUH and the local authorities strongly endorsed the work of Red Thread which prompted a discussion on how best to support the ongoing provision of this service.

#### Estates Strategy

The ICS's Finance Director shared an update on the system's estates strategy, noting in particular that the ICS's approach to Estates planning was rated by national regulators in 2018 as "Improving" and that only systems with a higher rating of 'Good' or 'Strong' would be eligible for capital investment from national sources. A significant volume of work from across all system partners has been invested in recent months to move the strategy forward, including ensuring that the strategy is fully aligned to the emerging Clinical Services Strategy.



Shortly after the conclusion of the Board meeting, notification was received from NHS England/Improvement that the ICS's Estate Strategy had now officially been upgraded to a 'Good' status which will support the application for further capital investment into the system from national sources.

### **Innovation Exchange with East Midlands Academic Health Science Network**

Following the discussion at the Board in June, Dr Andy Haynes updated on progress towards organising an 'Innovation Exchange' with East Midlands Academic Health Science Network (EMAHSN, <https://www.emahsn.org.uk/>). Drawing on the AHSN's expertise in connecting industry, academic and the NHS, it is anticipated that significant improvements can be made in the deployment of proven innovations across the ICS geography. ICS partners, in particular, the City Council have also ensured that direct connections are made to the two local Universities to fully maximise the resources available to improve cutting-edge patient care. The first Innovation Exchange will be held on 1<sup>st</sup> November and the Board approved the approach and committed members of the ICS to fully participate in the process.

### **Winter Plans**

The Board received and discussed in detail the plans for winter across the ICS including the approach to ensure that members of the public and staff across the city and county are vaccinated against flu. The planning for this year's seasonal pressures has been informed by some detailed work on 'Drivers of Demand' that has unlocked a deeper understanding of the reasons behind the increased pressures on the urgent and emergency care system. The Board endorsed the Winter Plans and noted that the A&E Delivery Boards were now accountable for its ongoing delivery.

### **ICPs Update**

The Board received updates from all three of the system's Integrated Care Providers – City, Mid-Nottinghamshire and South Nottinghamshire. Good progress has been made across all three ICPs in establishing their ways of working, governance and priorities as well as supporting the development of the Primary Care Networks. In particular, the ICPs are focussing on: better understanding their populations through partnership working with the Local Authorities including the development of detail population health 'dashboards'; ensuring that the new social prescribing link workers are recruited and well supported; developing local priorities for the year ahead and planning for launching these to staff, and; preparing for winter including flu vaccination plans.

### **Governance and Chair's Update**

The Chair shared with the Board a number of updates regarding the ongoing governance development of the ICS including the development of an Executive Group of senior leaders – this will be further updated at the Board meeting on 6<sup>th</sup> November. The Chair also highlighted the meeting for Non-Executive Directors and Elected Members on 19<sup>th</sup> November which will be centred on the local Long Term Plan.

*David Pearson,  
Independent Chair, Nottingham and Nottinghamshire ICS*

*Dr Andy Haynes,  
Executive Lead, Nottingham and Nottinghamshire ICS*

## Appendix C



### Mid-Nottinghamshire ICP Board Update – October 2019

We did not meet in October as Board colleagues went to the Wigan Deal conference to further learn from a high performing health and care system. Instead, we have listed below a summary of key items which we have worked on this month.

#### Six month update

This month we sent a six month update on our progress to the Integrated Care System key highlights are shown in Appendix 1 at the end of this document.

#### Joint working example: Mental Health and Ashfield District Council pilot

A new Complex Case Worker has been appointed for the next six months to support people who have complex needs and mental health concerns. The new role is funded by the Ashfield Community Partnership using a grant from the Office of the Nottinghamshire Police and Crime Commissioner. The pilot was agreed following conversations between Ashfield District Council and Nottinghamshire Healthcare NHS Foundation Trust who recognised they could work more closely with families and individuals who are known to both of them.

The aim of the pilot is:

- To develop and deliver actions specific to individuals which will help residents to become self-sufficient and live a balanced life;
- To provide practical support and assistance in one place for residents in crisis, who have previously had to access different organisations.

Geographically the post will cover: Sutton, Kirkby, Huthwaite, Annersley, Skegby, Stanton Hill, Selston and Underwood areas and will work with Primary Care Networks in Ashfield North and Ashfield South.

#### Flu campaign planning

Work has continued to promote the flu vaccine. During October the national Public Health England campaign is supported with additional local focus planned for November. Case studies have been written and in Mid-Nottinghamshire these five key messages will be focused on:

- General vaccine messages
- Stop smoking advice
- Hand hygiene advice
- Exercise advice
- Diet advice including taking a vitamin D supplement

Joint partnership working is taking place with Nottinghamshire County Council to link to their campaign.

### Joint LMC GP and Hospital Doctor meeting

The first joint meeting between the Local Medical Committees, GPs and hospital doctors took place this month with representation from the ICP including executive lead Richard Mitchell, locality director David Ainsworth and ICP Clinical lead Andy Haynes. The evening was well attended and there was a focus on building relationships between colleagues in primary and secondary care. Further events are planned also involving Nottinghamshire Healthcare NHS Foundation Trust.



## ICP SIX MONTH UPDATE

The next ICP meeting will take place on 18 November in the Civic Quarter, Civic Centre, Chesterfield Road South, Mansfield and papers will be available on the ICP website [here](#) prior to this.



#### WORKING TOGETHER

We are working with ICP colleagues to strengthen primary and community provision. We can already see the benefits of this through the Street Health and high intensity service user projects.



#### SINGLE FINANCIAL PLAN

We have a single financial plan which builds on the single financial control total across the Integrated Care System. This is supported by us taking steps to integrate the financial functions across NHS organisations.



#### OPEN AND TRANSPARENT

Our public meetings take place in community settings across Mid-Nottinghamshire. We will continue to strengthen our relationship with the Council for Voluntary Service and Healthwatch.



#### URGENT AND EMERGENCY CARE DEMAND

Demand for urgent and emergency care continues to grow. We have completed a "drivers of demand" analysis and are now focussed on delivering the joint actions.



#### ADULT MENTAL HEALTH

In response to the number of people cared for out of area, services were strengthened from September and a psychiatric clinical decisions unit will open in October.



#### OUTPATIENT APPOINTMENTS

We have an ambitious plan to reduce unnecessary face to face outpatient appointments this year. So far, 20,000 appointments have been identified as avoidable or can be provided in an alternative setting.

#### NEXT STEPS

A focus on our most challenged and underserved neighbourhoods to work up a more detailed plan.