

Board of Directors Meeting in Public - Cover Sheet

Subject:	Chief Executive's Report	Date: 2 July 2020		
Prepared By:	Robin Smith, Acting Head of Communications			
Approved By:	Richard Mitchell, Chief Executive			
Presented By:	Richard Mitchell, Chief Executive			
Purpose				
To update on key events and information from the last month			Approval	
			Assurance	X
			Update	
			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
X	X	X	X	X
Overall Level of Assurance				
	Significant	Sufficient	Limited	None
			X	
Risks/Issues				
Financial				
Patient Impact				
Staff Impact				
Services				
Reputational				
Committees/groups where this item has been presented before				
N/a				
Executive Summary				
<p>An update regarding some of the most noteworthy events and items over the past month from the Chief Executive's perspective:</p> <ul style="list-style-type: none"> • Overall update 				

Chief Executive Report – July 2020

Equality, Diversity and Inclusion

We have all been thinking about the events of the last month and I too have been reflecting on my views about diversity, equality and inclusion. I am clear there is more I can and will do to learn and understand. I am committed to working with others to make Sherwood an even more inclusive place to work and receive care.

On Monday 8 June I wrote about my views on inclusion in blog 155 which can be accessed here https://mobile.twitter.com/RMitchell_NHS/status/1269940500905308161?s=20 and I have contributed to an article in the HSJ which can be accessed here <https://www.hsj.co.uk/workforce/incoming-hee-chief-white-leaders-under-pressure-to-prove-black-lives-matter/7027880.article>

Chief Executives from across the Nottingham and Nottinghamshire Integrated Care System have also issued a joint statement in response to the Black Lives Matter movement.

As I mention above, I am doing a lot of personal reflection at the moment and I have heard some very unhappy stories from colleagues at Sherwood about their own experiences. I thought we had made progress at Sherwood to support a more inclusive culture and therefore some of the things I heard shocked me. I am aware that as the Chief Executive I have personal responsibility for this but I find my moral responsibility at least as empowering. I know I may be criticised for what I am about to write, but I think it is important to be honest. I have only recently recognised I do not know whether we, at Sherwood, consistently apply our policy to protect colleagues from discrimination, including racist abuse from patients and the public. I like to think we take our culture of inclusion seriously, so this simple realisation saddens me and has opened my eyes. While I feel we are doing many of the right things and making progress, as the Chief Executive, I know there is also much more I and we need to do to listen, learn and understand.

We have written to all of our BAME colleagues, and we have put in place an individualised risk assessment to address concerns about the safety of work places. We have held a valuable open question and answer session in June with representatives of the Sherwood BAME network and HR and I am writing to the organisation again to confirm the personal commitments and steps I will be taking and supporting to ensure we make further progress. Following the feedback from the BAME Q&A, we have also scheduled sessions with our LGBT and Disability networks in the coming months. July is also Pride month and while we are not able to celebrate it in the usual way, Sherwood is taking part in a virtual pride with our partner organisations throughout the month and I am looking forward to getting involved and celebrating with colleagues. We will also be presenting rainbow lanyards during Board which we will wear as allies to LGBT colleagues.

Covid-19

As happened in June's Board, a full verbal update on our response to Covid-19 will be provided in July's Board. We will cover:

- Running hospitals with Covid patients – including; supply chain resilience, personalised protective equipment, testing patients and colleagues, supporting and reassuring all colleagues, service changes, digital by default and thinking about winter
- Research and innovation
- Well-being and emotional support
- Acknowledging expectations of colleagues – including; returning to onsite work/ working from home and revisiting our workforce assumptions
- Restarting elective activity – including; hot and cold sites, clean and dirty sites and continuing to use the Independent Sector
- Working with partners to manage increasing emergency activity
- Revisiting strategy for Newark and MCH and reviewing Theatres, Critical Care, Emergency Department and Endoscopy business cases
- Communicating internally and externally
- Influencing and restarting the system – Mid Notts Integrated Care Partnership and Nottinghamshire Integrated Care System
- Ensuring we continue to provide best value care.

I would also like to summarise a few key points here. We continue to progress our work on reintroducing services safely where possible, and last month were able to bring some elective surgery back to Newark Hospital. I wrote an open letter to our patients and partners which was shared in the local media last month thanking them for their response to Covid-19, outlining what we are doing to bring services back, and explaining what they can expect when they attend one of our hospitals. [You can read the letter here.](#)

Within the last month, we have seen announcements about further reducing lockdown, and social distancing. At the time of writing we are awaiting further guidance which will help us understand what this means for Sherwood colleagues and patients. We have also responded to national guidance on masks, and I thank all colleagues for their support in wearing masks in all public areas. While we continue to prioritise protecting colleagues and patients, we have not made any changes to our visiting policy, but Julie Hogg, Chief Nurse, is keeping this under regular review.

It has also been great to see some of our volunteers back on site in the last month as we have reopened some of our catering facilities.

One of the areas in which I think we have excelled during this period is within research, and I would like to thank the team, led by Alison Steel and Elizabeth Gemmill, for working with partners across the East Midlands Clinical Research Network to deliver Covid related research. Research has never been more important and is a critical way to get health services back to some form of normality.

We will also discuss at Board today “Identifying and Capturing Potential Harm to non-Covid-19 Patients” and our “Recovery Framework”.

Senior Appointments at Sherwood

I am pleased Carly Rollinson has been substantively appointed Head of Nursing for Medicine, and Jim Millns has been appointed as Associate Director of Transformation. Carly has been in the role on an interim basis

for six months, leading the division through challenging and uncertain times and demonstrated herself to be a truly compassionate and inclusive leader. Jim was successful from a field of 135 candidates and will be joining us from Sheffield CCG. Both were successful following competitive processes including a national job advertisement and robust interviews and I look forward to working with them. We continue to recruit colleagues into Sherwood without using external recruitment agencies.

I would also reflect that 9 June was six months since Julie Hogg, Chief Nurse, Dave Selwyn, Medical Director, and Emma Challans, Director of Culture and Improvement joined Sherwood and Clare Teeney has been with us for ten months.

Mid Nottinghamshire Integrated Care Partnership

A verbal update will be provided on the Mid Notts ICP public board meeting from Thursday 25 June.

Next Month at Sherwood

We will continue in our reform, restore and reset work in response to Covid-19, and continue our planning for the winter. We will also start to hear more back from the learning exercises to listen to the experiences of colleagues at this time. We will celebrate Pride month with colleagues, and mark the 72nd birthday of the NHS.