

Board of Directors Meeting in Public - Cover Sheet

Subject:	Chief Executive's Report	Date: 6 August 2020		
Prepared By:	Robin Smith, 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"> • Covid-19 • Overall update • A Great Place to Work recruitment • Diversity and equality • Senior appointments • Next month at SFH 				

Chief Executive Report – August 2020

Covid 19

In July we implemented a Recovery Committee which will focus on the detail of how we recover our services in response to Covid. A separate report from the first committee meeting is attached to this paper.

We have made excellent progress with our risk assessments for colleagues who are known to be from a BAME background and colleagues who are known to be “at risk” as well as all colleagues at Sherwood. This report was written before the risk assessments had been completed and I will update verbally in Board.

Overall update

I fully recognise the immense pressure Sherwood colleagues have been under for a prolonged period of time. The wellbeing and welfare of colleagues is a priority for me and all executive directors. Much of the wellbeing work is led by Emma Challans, Director of Culture and Improvement, and whilst recognising there is more to do, some of our work has been held up as best practice locally and nationally.

We have recently run a survey to ask colleagues about their experiences of Covid-19 and how the Trust has supported them. I was pleased that almost 1,200 colleagues took the opportunity to have their say. We have been analysing their responses and will be communicating back to the organisation shortly. We need to ensure we use this survey as a driver for change.

We know that when people are tired mistakes are more likely to happen and behaviours can become challenging. Across an organisation of our size this may manifest itself in many ways. As an Executive Team and Senior Leadership Team we frequently discuss and review where we may have concerns about safety, quality or culture. I do recognise we only know what we know though and I encourage all colleagues to continue to speak up where they have concerns, either through their divisional structures, or with our Freedom to Speak Up Guardian.

A great place to work

We believe Sherwood Forest Hospitals is a great place to work, as evidenced by our annual staff survey, the 2020 CQC assessment and our Healthier Communities, Outstanding Care strategy. During July we have rolled out recruitment marketing materials under the banner of “A Great Place to...” I believe these reflect a modern, friendly and confident organisation that is a great place to work and grow your career.

Freedom to Speak Up

The 2020 Freedom to Speak Up Index Report was published earlier this month and it can be accessed here: https://www.nationalguardian.org.uk/wp-content/uploads/2020/07/ftsu_index_report_2020.pdf. The Index helps trusts understand how “their staff perceive their speaking up culture” and provides a comparison of how different trusts are doing. The annual NHS staff survey contains several questions that are helpful indicators of speaking up culture and the FTSU index is calculated as the mean average of responses to the following four questions from the NHS Staff Survey:

- % of staff "agreeing" or "strongly agreeing" that their organisation treats staff who are involved in an error, near miss or incident fairly (question 17a)
- % of staff "agreeing" or "strongly agreeing" that their organisation encourages them to report errors, near misses or incidents (question 17b)
- % of staff "agreeing" or "strongly agreeing" that if they were concerned about unsafe clinical practice, they would know how to report it (question 18a)
- % of staff "agreeing" or "strongly agreeing" that they would feel secure raising concerns about unsafe clinical practice (question 18b)

This year's index is based on the results from the 2019 NHS Staff Survey. Last year Sherwood was identified as one of the trusts that had most improved FTSU over the last three years and this year we have further, albeit more limited, progress. There are 228 trusts in the country and the FTSU index has a range of 86.6% to 68.5%. Sherwood was ranked 89/228 with 79.9% which is slightly up from the year before when we were 92nd with 79.0%. The list includes all trusts across the country, acute, community, mental health, specialist, ambulance etc and if you just look at acute, Sherwood is 21/84, so in the top 25% but not as high as our overall staff engagement rating which was 9/84 last year. There are eight trusts in the East Midlands and for the first time we are ranked first (last year we were second).

When I read the report, I thought the following:

- A strong culture of speaking up is an excellent marker of overall quality and culture. We know culture drives quality.
- We continue to make progress, albeit our progress has slowed in the last 12 months. Comparing this year's information to last year's, the position and percentage of most trusts has remained fairly static.
- One in five Sherwood colleagues (20.1%) feel we do not have a strong culture of speaking up and this is too high. There are a number of trusts we can learn from, in particular, Northamptonshire Healthcare NHS FT (community and mental health trust in the East Midlands 14.8%) and South Warwickshire NHS FT (acute and community trust in the West Midlands 15.7%).

I feel positive after reading the report but like most of my thoughts about Sherwood as a place to work and receive care, we are doing well, AND there is room for improvement.

Diversity and equality

Last month I updated on our progress and my personal commitment in relation to diversity and equality. Since then we have taken part in a virtual Pride event with Integrated Care System partners, and we have held further open Question and Answer sessions with our LGBT+ and Disability networks (building on a session with BAME colleagues the previous month).

Senior appointments

We are pleased to announce two new senior appointments to further strengthen our senior leadership team:

Tabetha Darmon has been appointed to the role of Assistant Chief Nurse. Tabetha will join us from Clatterbridge Cancer Centre NHS Foundation Trust in early October having undertaken a number of senior

nursing roles across the NHS. Tabettha is known to the organisation having previously held an interim position as Head of Safeguarding a few years ago.

Dr Mark Roberts has been appointed as the substantive Clinical Chair for the Medicine Division. Many of you will know Mark as a respected Respiratory Consultant at Sherwood for the past 10 years and was a successful Head of Service for Respiratory Medicine from 2014 to 2019. Mark commences in post on 17 August 2020. I would like to say thank you to Dr Tim Taylor who has been on secondment to this role since August 2019 from Nottingham University Hospitals. Tim has successfully led the Division through the Covid period, has further developed the clinical voice within the Division. Tim has been a key clinical leader at Sherwood over the past year.

Next month at Sherwood

We remain in a Level four incident relating to Covid and will continue to focus on caring for Covid patients, restoring services and looking after colleagues' wellbeing. We will also hold a live broadcast public question and answer session to update patients and service users on what they can expect from our hospitals. We are continuing to plan for Winter 2020/21, including plans for the seasonal flu vaccination.

During August we will also launch our annual Staff Excellence Awards giving patients and colleagues the opportunity to nominate teams and individuals for their outstanding work across the previous 12 months, although this year's event will inevitably be different to normal.