

## Board of Directors Meeting in Public - Cover Sheet

<b>Subject:</b>	Chief Executive's Report	<b>Date:</b> 3 September 2020		
<b>Prepared By:</b>	Robin Smith, 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 Chief Executive's perspective:</p> <ul style="list-style-type: none"> <li>• Covid-19</li> <li>• Phase 3 response to Covid-19</li> <li>• Covid Public Broadcast</li> <li>• We are the NHS: People Plan for 2020/2021</li> <li>• Staff Excellence Awards</li> <li>• Sherwood Forest Hospitals awarded government funding to improve A&amp;E services ahead of winter</li> <li>• Next month at Sherwood</li> </ul>				

## Chief Executive Report – September 2020

### Covid 19

I will provide a verbal update in Board to complement the Recovery Committee Update and the Recovery paper.

### Phase 3 response to Covid-19

You will be aware we have received a letter detailing the expectations on the [third phase of the NHS response to Covid](#). The letter covers points about cancer services, elective and diagnostic access, emergency care, winter, capacity and emergency planning.

Three key points within the letter are:

- Accelerating the return to near-normal levels of non-Covid health services, making full use of the capacity available in the ‘window of opportunity’ between now and winter
- Preparation for winter demand pressures, alongside continuing vigilance in the light of further probable Covid spikes locally and possibly nationally
- Doing the above in a way that takes account of lessons learned during the first Covid peak; locks in beneficial changes; and explicitly tackles fundamental challenges including: support for our colleagues, and action on inequalities and prevention.

The letter is ambitious in its tone, expectation and breadth and that is a positive thing considering the impact on non-Covid patients during the first surge. We are working through our response to this as a Trust and as a system, and understanding what we can achieve whilst maintaining safe infection prevention and control and supporting the well-being and welfare of all colleagues. I do recognise how tired people are and that the coming months and winter are going to be a challenge for all of us.

Understandably there is a particular focus on cancer care including:

- Restoring all cancer services, including screening services
- Ensuring sufficient diagnostic capacity is in place in Covid secure environments, including through the use of independent sector facilities, and the development of Community Diagnostic Hubs and Rapid Diagnostic Centres
- Increasing endoscopy capacity to normal levels, including through the release of endoscopy staff from other duties, separating upper and lower GI (non-aerosol-generating) investigations, and using CT colonography to substitute where appropriate for colonoscopy.
- Reducing the number of patients waiting for diagnostics and/or treatment longer than 62 days on an urgent pathway, or over 31 days on a treatment pathway, to pre-pandemic levels, with an immediate plan for managing those waiting longer than 104 days

We have already made excellent progress on this, especially the fourth point, and have exceeded the expectations placed on us. The expectation from the regional team was to reduce the backlog by 20% by 21/08. As of the 24 August:

- 62 day has reduced by >50%.

- 104 day waits have dropped from 71 to 25.

Clearly for individuals waiting for this length of time for their treatment this is not what we would want for them, but I would like to thank colleagues involved for the tremendous work in making the progress that we have so far.

### **Covid Public Broadcast**

On Wednesday 26 August, Julie Hogg (Chief Nurse), Dave Selwyn (Medical Director) and I took part in a live public broadcast and Q&A based on how we are recovering services and what it is like returning to our hospitals. Many thanks to everyone who contributed to the session. [You can watch a recording of the session here](#). We are interested in any feedback and we will repeat these in the future.

### **We are the NHS: People Plan for 2020/2021**

We have also received the updated NHS People Plan which provides strong, clear messages from NHS leaders and colleagues on what matters most, underpinned by a new 'Our NHS People Promise'.

We welcome the report and its contents, including the focus on colleague wellbeing and on tackling inequality. We are now in the process of working through what this means for Sherwood and how we can deliver it within the organisation.

Emma Challans, Director of Culture and Improvement and Rob Simcox, Deputy Director of HR, wrote to colleagues explaining our approach to the plan, [which you can read here](#).

### **Staff Excellence Awards**

I am delighted we are able to hold our annual Staff Excellence Awards this year, although inevitably the event itself will be different to normal. Clearly this year has been an extraordinary year and it is important we celebrate and recognise the many colleagues and teams who have gone above and beyond in delivering outstanding patient care and services over the last year.

I am really looking forward to celebrating everything that is great about Sherwood at this fantastic event, which will be held online this year. Last year we received a record number of nominations and I am sure we will receive even more this year! We know all colleagues strive to provide the very best in patient care and service delivery. These awards highlight where a team or an individual has truly made a difference before or during the Covid-19 pandemic. Your nominations, whether the individual or team is shortlisted or not, help colleagues feel recognised and appreciated. I will write to every colleague nominated to inform them they have been recognised for the care they provide.

### **Sherwood Forest Hospitals awarded government funding to improve A&E services ahead of winter**

I was pleased to learn we have been awarded £2m of government funding to upgrade our Accident and Emergency facilities ahead of winter 2020/21. This will enable us to increase capacity and reduce crowding. The extra funding will also support us to maintain segregation, reducing the risk of Covid-19 infections and will be spent on appropriate levels of staffing to ensure patient safety. The increase in funding will help us manage the expected increase in patients over the winter months, whilst allowing us to continue to deliver outstanding, personalised and safe care to patients.

We are finalising the specific details of how the funding is going to be used and we are confident we will improve the physical capacity of the Emergency Department (ED). This will help with infection control, will ensure internal processes are robust and will support patient flow to reduce the time patients spend in the ED. Providing safe and timely care for patients remains a top priority for us and I am confident we will be able to retain our high standards of care over the winter months of 2020/21. We are very grateful for the £2m government funding.

### **Next month at Sherwood**

We will continue to focus on the Covid recovery, and our response to the Phase 3 letter and looking after colleague wellbeing. We will also further communicate our learnings from Covid and the subsequent actions we will be taking within the organisation. We are also further progressing our Winter plan led by Simon Barton, Chief Operating Officer.

In September we will hold our Annual General Meeting and nominations will close for our Staff Excellence Awards.