

Council of Governors - Cover Sheet

Subject:	Acting Chief Executive's report		Date:	12 th November 2024	
Prepared By:	Rich Brown, Head of Communication				
Approved By:	David Selwyn, Acting Chief Executive				
Presented By:	David Selwyn, Acting Chief Executive				
Purpose					
An update regarding some of the most noteworthy events and items over the past month from the Acting Chief Executive's perspective.				Approval	
				Assurance	Y
				Update	Y
				Consider	Y
Strategic Objectives					
Provide outstanding care in the best place at the right time	Empower and support our people to be the best they can be	Improve health and wellbeing within our communities	Continuously learn and improve	Sustainable use of resources and estates	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	Insufficient financial resources available to support the delivery of services				
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					
None					
Acronyms					
ANPR = Automatic Number Plate Recognition BMA = British Medical Association CDC = Community Diagnostic Centre MSK = Musculoskeletal ICB = Integrated Care Board PICS = Primary Integrated Community Services UTC = Urgent Treatment Centre					
Executive Summary					
An update regarding some of the most noteworthy events and items over the past month from the Acting Chief Executive's perspective.					

Operational updates

Overview of operational activity

Following a seasonal ease in Accident & Emergency attendance demand in August 2024, we have seen demand pressures increase as we moved into September to return to above-planned levels once again.

Demand for non-elective admission has consistently remained above planned levels throughout 2024/25, however in recent months the gap to plan has reduced.

These demand pressures have meant that our Urgent and Emergency Care pathway remains pressurised, with patients not always receiving timely care in the manner we would wish despite us implementing escalation actions. National benchmarking data suggests that similar Urgent and Emergency Care pressures are being felt across the country right now. We continue to benchmark well against a number of national targets and work continues to improve our ways of working and to strengthen our front door capability, despite much of the increased activity remaining currently unfunded.

Within our planned care pathway, outpatient, day case and diagnostic activity levels are favourable to plan. Our 'Referral to Treatment' waiting list size continues to reduce, albeit slightly behind our plan.

We have fallen behind our plan for our long-waiting elective patients, which is partly driven by patients being transferred to Sherwood Forest Hospitals as part of our Trust playing its part in supporting our local system colleagues.

Performance against the three main cancer performance standards were above plan in August 2024, which is the most up-to-date reporting period available.

A more comprehensive update on our operational performance was presented to the Trust's Board in our latest Integrated Performance Report where we considered the Trust's 2024/25 quarter two performance, and a review of the first six months of the year, later in the agenda.

Industrial action update

Rising demand for our services has been compounded over the past month by multiple periods of industrial action that create additional complexity in managing the numbers of patients accessing our services.

During July 2024, the Trust was last affected by further periods of industrial action across its services - both from Medirest colleagues and from the industrial action called by the British Medical Association (BMA).

The most recent BMA industrial action took place between 7am on Thursday 27th June 2024 and 7am on Tuesday 2nd July 2024, resulting in 487 appointments, operations and procedures being postponed here at Sherwood to allow us to focus on providing safe urgent and emergency care to patients.

Despite those challenges, we managed to deliver 4,645 appointments, operations and procedures during that period. I am grateful to colleagues who worked to ensure that patients could continue to access the care they needed throughout that time.

Across all periods of industrial action from the start of 2023 to date, the Trust has postponed a total of 9,621 appointments, procedures and operations in order to prioritise the delivery of safe urgent and emergency care throughout each period of industrial action.

Financially, the cost of the past year's industrial action now runs to over £9.2million here at Sherwood alone. That figure accounts for the spend to cover lost shifts, lost income opportunities and missed efficiency-saving opportunities. To date, the Trust has received in excess of £5.2million of national funding to mitigate the impact of this.

We have welcomed the progress that has been nationally to bring an end to this national dispute.

Over 50,000 tests delivered as Nottinghamshire's first Community Diagnostic Centre marks one-year milestone

The project to bring Nottinghamshire's first Community Diagnostic Centre (CDC) has celebrated delivering over 50,000 health checks and tests to local people - even before the first brick has been laid for the new purpose-built facility.

The tests include blood tests, X-rays, and MRI scans that are being offered as part of the project before the new purpose-built facility is eventually built alongside Mansfield Community Hospital in Stockwell Gate.

These additional tests have taken place across the Trust's King's Mill, Mansfield Community and Newark Hospitals, as well as from a specialist mobile unit at the Nottingham Road Clinic in Mansfield. Those tests have helped to reduce the time it takes for patients to be referred to help them receive an 'all clear' or diagnosis sooner.



Work is continuing to progress on the multimillion Community Diagnostic Centre scheme after [the project received planning approval for its revised plans from Mansfield District Council in September](#).

Anyone looking to find out more about the project can attend the Trust's latest public information event on Thursday 21st November 2024 from 8.30am to 12noon at Mansfield Community Hospital. Members of the public are invited to drop-in at any time during the event, where they will have the opportunity to speak with team members leading the CDC project, ask questions, and learn more about the latest developments.

Newark Urgent Treatment Centre (UTC) update

The Trust has been continuing its preparations to implement the new extended opening hours for Newark Urgent Treatment Centre (UTC), following the decision from the Nottingham and Nottinghamshire Integrated Care Board (ICB) to amend the opening hours of the facility.

Earlier this year, the Nottingham and Nottinghamshire Integrated Care Board (ICB) made its decision on the future opening hours of Newark Hospital's Urgent Treatment Centre (UTC) following feedback from residents, stakeholders and clinical input from healthcare experts.

The UTC provides urgent care and non-life-threatening treatment for injuries or conditions, such as cuts, simple broken bones, wounds, minor burns and minor head, eye and back injuries.

Currently, the Urgent Treatment Centre operates between 9am and 10pm as a temporary measure, with the last patient being admitted at 9.30pm. As a result of the ICB decision on the Centre's permanent opening hours, the UTC will open between 8am and 10.30pm each day, seven days-a-week. Under the new opening hours, the last patient will be admitted at 9.30pm each day.

The new permanent opening hours will offer an extended window for patients to access essential healthcare services, opening earlier and longer to support people who need to access the service around working patterns and school times.

Once the new opening hours are introduced, the service will be open for 14.5 hours per day – exceeding the 12-hour minimum national standard for UTCs set by NHS England, as well as the current temporary operating hours at the UTC.

As part of the decision-making process, the Trust supported the ICB in engaging with residents and stakeholders to ensure that the preferred option for the UTC opening hours aligned with the community's needs. The feedback from residents of Newark clearly indicated the high value they place on the service received at the UTC. While there was clearly a strong preference for a return to 24 hours opening, this was balanced against other factors within a rounded, evidence-based decision.

The evidence-based decision follows a review by the East Midlands Clinical Senate and their subsequent recommendation to make permanent the overnight closure of the Urgent Treatment Centre.

Since that decision was made, the Trust has been working to implement those changes to the Centre's opening hours, including by undertaking formal consultation with the Trust staff who work there. The new opening hours are due to come into effect at 8am on Monday 11 November 2024.

Once introduced, both the Trust and the ICB will also continue to assess the impact of the extended operating hours, monitoring usage and reviewing patient feedback to ensure we continue to provide a responsive service to local people.

The Trust has also been working with ICB colleagues to launch a communications campaign to remind local residents of how to access emergency and urgent care locally, in response to feedback from local residents following the consultation process.

Partnership updates

Successful community event held for patients under NHS care

More than 150 people attended a third community event aimed at supporting patients with their health and wellbeing during October 2024.

The event was organised by MSK Together – a partnership hosted by Sherwood Forest Hospitals NHS Foundation Trust which includes Nottinghamshire Healthcare NHS Foundation Trust, Nottingham University Hospitals NHS Trust, Primary Integrated Community Services (PICS) and NHS Nottingham and Nottinghamshire Integrated Care Board (ICB).

Taking place at Kirkby Leisure Centre, it was attended by residents of Mansfield, Ashfield, and Newark and Sherwood who are under the care of the NHS for musculoskeletal (MSK) conditions which affect bones, joints, or muscles.

MSK conditions can significantly impact people's quality of life and ability to work and socialise, often existing with other health problems like obesity, chronic pain, depression, and physical inactivity.

The purpose of the event was to help those people access the wide range of help and support services available to them within the local area, as connecting people with local support networks empowers patients to proactively manage their health while they wait for the next step in their treatment journey.

Events such as this are so important as they support members of the community to take control of their own health and wellbeing, providing them with the practical advice and resources they need to manage this.

We are grateful to all of the partners we work with who helped to make this event such a success.

Meeting with Lee Anderson MP for Ashfield

During August, I met with the Member of Parliament (MP) for Ashfield, Lee Anderson MP, alongside the Trust's Chief Nurse, Phil Bolton, and its Director of Midwifery and its Divisional Director of Nursing for the Trust's Women and Childrens Division, Paula Shore.

The meeting was held ahead of Mr Anderson holding a parliamentary listening event and debate into preventable baby loss, which took place in early September 2024.

The meeting proved very constructive meeting, both in providing an opportunity to provide a factual briefing before that parliamentary debate – as well as to discuss the Trust’s wider maternity services, including our work to reduce smoking rates in pregnancy.

On Friday 23 August, we were delighted to welcome Mr Anderson back to the Trust for a walkaround of the Trust’s maternity services to showcase the care we provide at Sherwood to help inform that debate.

Other Trust updates

Celebrating the life-saving actions of one of our Trust nurses, Eleanor Pike

During October 2024, we celebrated the life-saving actions of one of our Trust colleagues who helped save the life of a local resident while off-duty.

Eleanor Pike, our Deputy Ward Sister in Ward 31 at King’s Mill Hospital, was walking along the river in her hometown of Newark when she came across 83-year old Phil Seagar on the floor in the recovery position.

As he had hit his head and was covered in blood, the people with him hadn’t realised that his heart had stopped, which Eleanor identified in seconds.

She performed CPR (cardiopulmonary resuscitation) on Phil for “what felt like ten minutes” and it later turned out that he had been clinically dead for a total of 15 minutes.

Due to Eleanor keeping the CPR going, the ambulance crew were able to shock him back to life.

Since the incident, the two have become firm friends, after a chance meeting between Eleanor’s mum’s friend and Phil’s brother put them in touch with each other.

Eleanor described their initial meeting as being ‘very emotional’, with tears from them both. She now checks in with him on a weekly basis, even chauffeuring him from further hospital visits and says that Phil couldn’t be more thankful to her for saving his life.

We are incredibly proud of Eleanor for putting her training into action – it’s very different doing CPR beside the River Trent compared to in a hospital. We’re delighted that it was successful and has given Phil more time with his family and friends.

Survival rates for people who have a cardiac arrest outside of a hospital setting are incredibly low. We encourage everyone to learn CPR and how to use a defib so that those having a sudden cardiac arrest have the best chance of surviving.



Cataract patients to benefit from new one-stop clinic



Patients who have cataracts are set to benefit from a new one-stop clinic which will reduce the need for multiple hospital visits ahead of surgery. The Trust's clinic at Ashfield Health Village in Kirkby-in-Ashfield will also help to reduce overall waiting times for surgery.

At the clinic, patients will see their consultant, have all the tests they need and, if all is well, they will be given a date for both their pre-op appointment and their operation. There are likely to be fewer cancellations because appointments are made to suit patients.

Previously, patients had to make multiple visits to hospital before they got a date for their surgery. The location at the health village has free parking and good access for patients, especially those with mobility problems, and its small size provides a calm and quiet environment.

Patients can be referred to the service via their optometrist or GP. Operations will continue to take place at either King's Mill Hospital or Newark Hospital.

The cataract clinic joins the ophthalmology community diagnostic centre already at Ashfield Health Village, which assesses patients who have conditions such as glaucoma, macular degenerative disease and diabetes.

The official opening of the clinic on Monday 30 September was attended by Trustees from the League of Friends (Mansfield and Sutton) who generously donated £58,844 to buy specialist equipment for the clinic. This includes a state-of-the-art instrument that accurately measures the eye in a non-invasive way, an ultrasound scanner, and a special microscope with a bright light attached to it that is used to look at different parts of the eye.

The one-stop cataract clinic will be a huge benefit to patients who will experience a quicker, smoother process, and means we can potentially see more patients.

As a Trust, we are very grateful to the League of Friends for providing equipment that will ensure patients receive gold standard care and a date for their surgery on the first visit for cataract referral.

Moving all cataract appointments to Ashfield Health Village creates more space at the main Trust for complex clinical cases, meaning we can maximise our resources and ultimately treat more patients.

Trust playing its part in nationwide RSV vaccination campaign

The Antenatal Vaccination Team administered their first vaccination for Respiratory Syncytial Virus or 'RSV' at King's Mill Hospital during October 2024.

Mansfield resident Morgan Panting is due to give birth on 16 November and decided to have the vaccine to ensure she protects the health of her future baby.

The RSV vaccine is now available during pregnancy to help reduce the severity of the RSV virus in newborns. The virus can cause respiratory illness which in some cases can have serious lifelong consequences or lead to death.

Giving the RSV vaccine from week 28 of pregnancy will temporarily boost antibody levels in the birthing parent, enabling them to transfer a high level of antibodies to their unborn child through the placenta, and this will protect the newborn baby against RSV in their first months of life.



This will also give the parent enough time to make the antibodies and transfer them to the unborn child, considering the possibility that the baby may be born prematurely.

RSV is a major respiratory virus that is common over the winter period, typically from November to February. While the symptoms are mild for many, RSV accounts for around 30,000 hospitalisations of children under 5 in the UK each year.

Expectant mothers and birthing people can speak to their midwife if they are pregnant and would like to have the vaccine.

Damien becomes first patient in the East Midlands to be treated with new Parkinson's drug



A patient here at King's Mill Hospital has become the first in the East Midlands to receive a life-changing new treatment for Parkinson's disease.

Damien Gath, 52, from Derby, underwent the treatment here at Sherwood, where we have been proud to become one of the first hospitals in the East Midlands to offer Produodopa - a new NICE-approved infusion therapy that is administered via a portable pump under the skin for patients with advanced-stage Parkinson's disease.

Mr Gath, who was first diagnosed 12 years ago and has been under the care of Sherwood Forest Hospitals since 2016, underwent treatment with new infusion therapy during July.

A breath-taking video of Damien making a cup of coffee 'before and after' receiving the treatment underlines just how life-changing the treatment is for him. You can [watch that incredible video on the Trust's Facebook page here](#).

Produodopa is administered as a continuous infusion therapy, meaning the patient no longer experiences the fluctuations common in oral drugs caused as a dose of medication fades away and the next dose is not due. The portable drug infusion ensures a gradual release of medication, resulting in greater symptom management. Damien can also administer an additional dose when needed, offering greater personal control over his condition.

Damien reported that he was in considerable pain at night and was unable to sleep or even to turn over, experiencing significant fluctuations in his condition as the effect of the oral drugs were reduced during the night. Since beginning the infusion therapy, which he has been trained to administer himself at home, his quality of life has been transformed.

Teams at the Trust have worked hard to implement this new therapy as soon as it was approved for use by the NHS to ensure it was available for our patients - offering a shining example of the Trust bringing its *Improving Lives* vision to life.

I am grateful to everyone who has played their part in bringing this life-changing treatment to Sherwood.



Car parking charges to be reintroduced across Trust sites

Car parking charges are to be introduced for both public and staff car parks across all Trust sites, as the Trust continues to respond to the challenging financial climate we are facing.

Public car parking charges are due to be reintroduced on Monday 18th November 2024, with staff car parking charges due to be introduced in the New Year.

More details about these initiatives will be communicated in the run-up to those changes going live, including with clear instructions and signposting to support being included in patient appointment letters.

The reintroduction of those charges to patients, visitors and colleagues alike is a difficult but necessary step that the Trust has been required to take to ensure that the Trust's precious resources are prioritised on continuing to provide great patient care.

Any income generated by this initiative will be used to cover the costs incurred by the Trust for providing parking to patients, visitors and staff – including to cover the Trust's obligations under the Public Finance Initiative agreement.

The car parking charges will be enabled by the recent introduction of Automatic Number Plate Recognition (ANPR) cameras at all three of our sites. That system will help ensure both visitors and employees park in designated car parks and improve the flow of traffic which should help to ease parking difficulties.

New electric charging points for King's Mill Hospital

A number of additional electric car charging points have been installed at King's Mill Hospital over recent weeks, as the Trust works to further its environmental commitments and make more sustainable use of its resources and estates over the coming years.

A total of 24 new chargers have now installed in a staff car parking area (Car Park 11) at King's Mill Hospital to allow staff to charge their vehicles while on-shift. The new chargers, which are due to go-live over the coming weeks, will supersede the two chargers currently available for staff on-site.

The introduction of new electric car charging points at King's Mill follow the introduction of 16 new electric car parking spaces at Newark Hospital, which have been introduced as part of [the opening of a new 80-space staff car park there in partnership with Newark and Sherwood District Council that is already helping to improve the car parking situation for staff and patients on-site.](#)

Celebrating Excellence at Sherwood Forest Hospitals



During October 2024 the Trust hosted its second annual *Celebrating Excellence* conference as an opportunity for Nursing, Midwifery, Allied Health Professional and other colleagues to showcase some of the improvement projects that have been taking place across the Trust over the year gone by.

The morning was filled with a range of presentations from colleagues aimed at inspiring others to start their own improvement projects across the Trust, with projects included as part of the showcase including a Non-Invasive Ventilation (NIV) ward accreditation project and the benefits that have come following the opening of the Trust's Same Day Emergency Care surgical unit.

The event was a timely celebration of this work, ahead of the Trust's *Improvement Week* in early November 2024, where the Trust's Improvement Faculty will be working with colleagues to start bring their own improvement ideas to life.