

## Board of Directors Meeting in Public - Cover Sheet

<b>Subject:</b>	Chief Executive's report		<b>Date:</b> 1 <sup>st</sup> February 2024		
<b>Prepared By:</b>	Rich Brown, Head of Communication				
<b>Approved By:</b>	Paul Robinson, Chief Executive				
<b>Presented By:</b>	Paul Robinson, Chief Executive				
<b>Purpose</b>					
An update regarding some of the most noteworthy events and items over the past month from the Chief Executive's perspective.		<b>Approval</b>			
		<b>Assurance</b>	Y		
		<b>Update</b>	Y		
		<b>Consider</b>	Y		
<b>Strategic Objectives</b>					
Provide outstanding care in the best place at the right time	Improve health and well-being within our communities	Empower and support our people to be the best they can be	To continuously learn and improve	Sustainable use of resources and estate	Work collaboratively with partners in the community
Y	Y	Y	Y	Y	Y
<b>Principal Risk</b>					
PR1	Significant deterioration in standards of safety and care				
PR2	Demand that overwhelms capacity				
PR3	Critical shortage of workforce capacity and capability				
PR4	Failure to achieve the Trust's financial strategy				
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				
<b>Committees/groups where this item has been presented before</b>					
Not applicable					
<b>Acronyms</b>					
BAF = Board Assurance Framework CDC = Community Diagnostics Centre JFP = Joint Forward Plan IPR = Integrated Performance Report NHS = National Health Service TMT = Trust Management Team					
<b>Executive Summary</b>					
An update regarding some of the most noteworthy events and items over the past month from the Chief Executive's perspective.					

## Operational updates

### **Facemasks re-introduced in clinical areas of our hospitals following rise in respiratory infections**

Facemasks were reintroduced in all clinical areas of our King's Mill Hospital, Newark Hospital and Mansfield Community Hospital sites in January. The decision follows an increase in respiratory conditions – including COVID-19 and flu – among Trust patients and colleagues.

Patients, visitors and employees at the Trust's hospitals are now asked to wear masks at all times in clinical areas and waiting areas to protect themselves and others.

Masks are available free-of-charge from mask stations throughout our hospitals, with those areas requiring people to wear a mask clearly signposted.

People who are preparing to visit are urged not to do so if they have any signs of illness, particularly if they have any cold, flu or Covid-like symptoms, diarrhoea and/or vomiting in the past three days, or if they have been in contact with anyone who has had these types of illness.

It is vital that we take decisive action to protect our most vulnerable patients, visitors and colleagues to ensure we can keep vital services running for all those that need them over the coming weeks.

Rates of infection are kept under constant review and studies indicate that re-introducing the wearing of masks is one of the ways to prevent the spread of infection.

Colleagues, patients and visitors are also encouraged to wash their hands frequently with soap and water and use the alcohol gel provided, in addition to wearing facemasks to help reduce the spread of infections.

The Trust will continue to keep its facemask requirements under regular review.

### **Industrial action updates**

In addition to the comprehensive operational update that is due to be provided in the Integrated Performance Report (IPR) of this meeting, I felt it important to update the Board about the continuing impact of industrial action across the Trust.

This latest update is provided following two further periods of industrial action that took place during December and January – first from Wednesday 20<sup>th</sup> to Saturday 23<sup>rd</sup> December 2023 and then from Wednesday 3<sup>rd</sup> to Tuesday 9<sup>th</sup> January 2024.

During the December and January strikes, we were required to postpone over 1,400 outpatient, day case and inpatient appointments, in order to prioritise safe urgent and emergency care during those two periods of industrial action.

Despite that disruption, Trust colleagues still managed to go ahead with over 10,000 similar appointments as planned during that same period, thanks to the commitment and forward planning of our teams across the Trust.

Across all periods of industrial action from the start of 2023 to date, the Trust has postponed a total of 8,326 appointments, procedures and operations.

In addition to the operational impact that industrial action has on our services, the financial cost of this year's industrial action up to and including an estimation of January's impact totals £7.7million. This includes the spend to cover lost shifts, lost income opportunities and missed efficiency saving opportunities. To date, the Trust has received £3.4million of national funding to mitigate the impact of this.

Another significant impact that ongoing industrial action continues to have on our Trust colleagues, who we are continuing to support through an enhanced wellbeing package during each period of industrial action. We remain so grateful to our Trust colleagues for their continued hard work, skill, commitment and forward planning in helping to manage these extraordinary pressures.

Although we are yet to learn of any announcements of further industrial action, we remain disappointed about the continuing lack of progress over the negotiations that are happening to help bring this continuing industrial action to a close.

We continue to hope for a resolution to be found to this national issue that continues that cause real pain locally for our Trust colleagues and patients alike.

## Partnership updates

### Trust Strategy engagement

During December and January, the Trust has been entered a listening exercise for the content of its new five-year Trust Strategy.

The Trust's staff networks – including the Trust's ethnic minority and disability networks – have received presentations, along with divisional teams, trust staff briefing, governors, members, and the senior leadership groups such as the Board and Trust Management Team (TMT).

That feedback has been invaluable in helping to guide how we are planning our work over the next five years, as well as ensuring that the appropriate emphasis is being placed on those areas that our Board, governors, partners and patients have told us are important to them.

### Friends of Vision West Notts College

The Trust was represented at the launch of this new network. During the launch, the College paid tribute to the support of partners over the last two years, explaining that the organisation had moved in positive ways as a result of inputs from those in the room, who included councils, voluntary organisations and Sherwood Forest Hospitals.

Our work to inspire young people and to provide career opportunities for people living locally were recognised by the college as significant steps to make a difference in our area.

### Review of the Integrated Care Strategy for Nottingham and Nottinghamshire (2023-2027)

The Trust has been asked to feedback on proposals to review the JFP (Joint Forward Plan), as part of the role we play in the wider Nottingham and Nottinghamshire Integrated Care System (ICS).

That plan sets out how the Integrated Care Strategy will be delivered through the NHS Joint Forward Plan and the Joint Local Health and Wellbeing Strategies. It was proposed that a simple review of the Integrated Care Strategy is conducted at the end of the financial year.

The Trust's feedback will be considered by the Trust's Partnerships and Communities Committee and fed back to the Nottingham and Nottinghamshire ICB, as per their request.

## Other Trust updates

### **Open for business: Thousands access extra health checks provided at new Community Diagnostics Centre**

More than 5,000 patients have now accessed a range of additional health checks that have been introduced across Mansfield and Newark, as part of work that has seen us bring Nottinghamshire's first Community Diagnostics Centre to our area.

Since the additional tests began being offered at the beginning of October, the Trust has now delivered over 5,000 blood tests, heart scans (echo), MRI and ultrasound scans since our first Community Diagnostics Centre services opened their doors to the public.

That programme is now proudly offering hundreds more health checks to patients each week – with many, many more tests to be introduced as the project continues to grow towards the full range of services being made available.

While the full Community Diagnostics Centre is not expected to open its doors in its new home until March 2025, Sherwood Forest Hospitals has been proactive in making many of the vital health checks it will offer sooner – long before the 'bricks and mortar' of the full Centre are in place.

Those tests and checks are now being offered from a number of locations across the area, including Mansfield Community Hospital, Newark Hospital and the Nottingham Road Clinic in Mansfield.

A number of Saturday sessions are now also being offered as part of this programme of tests, making it more convenient than ever for our local communities to access the tests and health checks that they need.

A new building will eventually be built to house the new services alongside Mansfield Community Hospital in Stockwell Gate, with work due to begin at the site in spring 2024 ahead of opening its doors in its new home in 2025.

For more information about the Trust's work to bring Nottinghamshire's first CDC to our area, please visit our dedicated CDC webpage at [www.sfh-tr.nhs.uk/cdc](http://www.sfh-tr.nhs.uk/cdc)

### **Submission of Thirlwall Inquiry response**

I have previously updated the Board that NHS England had made a request to Sherwood Forest Hospitals to provide evidence to support the national Thirlwall Inquiry. [The full terms of reference for the inquiry are available to view on the gov.uk website.](#)

The Inquiry was announced following the trial of Lucy Letby, who was sentenced to life imprisonment and a whole life order on each of seven counts of murder and seven counts of attempted murder. That trial, which concluded on 21<sup>st</sup> August 2023, considered offences that took place at the Countess of Chester Hospital – part of the Countess of Chester Hospital NHS Foundation Trust.

I can confirm the Trust has responded to the request for evidence, which took the form of a questionnaire that was sent to Trusts across the country, and the Inquiry Team have confirmed receipt of that evidence.

As a Trust, we are now awaiting further correspondence from the Inquiry Team in case any further information or clarification is required. I will commit to keep the Board updated about this important work.

## Trust risk ratings reviewed

The Board Assurance Framework (BAF) risks for which the Risk Committee is the lead committee have been scrutinised by the Trust's Risk Committee. The Committee has confirmed that there are no changes to the risk scores affecting the following areas:

- Principal Risk 6: Working more closely with local health and care partners does not fully deliver the required benefits
- Principal Risk 7: A major disruptive incident

At the meeting it was noted that, as previously agreed, Principal Risk 6 (PR6) would be overseen by the Trust's Partnerships & Communities Committee from February 2024, with the full and updated Board Assurance Framework (BAF) being presented later in this meeting.

The Risk Committee Annual Report was approved at the Trust's most recent Risk Committee meeting in January.