

**Board of Directors Meeting in Public - Cover Sheet**

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|--|---|---|---|--|---|
| <b>Subject:</b>  | Acting Chief Executive's report   |   | <b>Date:</b>  | 5 <sup>th</sup> December 2024            |   |
| <b>Prepared By:</b>  | Rich Brown, Head of Communication   |   |   |  |   |
| <b>Approved By:</b>  | Phil Bolton, Chief Nurse  |   |   |  |   |
| <b>Presented By:</b>   | Phil Bolton, Chief Nurse  |   |   |  |   |
| <b>Purpose</b>   |   |   |   |  |   |
| An update regarding some of the most noteworthy events and items over the past month, shared on behalf of the Acting Chief Executive.                                    |   |   |   | <b>Approval</b>                          |   |
|  |   |   |   | <b>Assurance</b>                         |   |
|  |   |   |   | <b>Update</b>                            | Y   |
|  |   |   |   | <b>Consider</b>                          | Y   |
| <b>Strategic Objectives</b>  |   |   |   |  |   |
| 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   |
| <b>Principal Risk</b>  |   |   |   |  |   |
| <b>PR1</b>   | Significant deterioration in standards of safety and care   |   |   |  |   |
| <b>PR2</b>   | Demand that overwhelms capacity   |   |   |  |   |
| <b>PR3</b>   | Critical shortage of workforce capacity and capability  |   |   |  |   |
| <b>PR4</b>   | Insufficient financial resources available to support the delivery of services                        |   |   |  |   |
| <b>PR5</b>   | Inability to initiate and implement evidence-based Improvement and innovation                         |   |   |  |   |
| <b>PR6</b>   | Working more closely with local health and care partners does not fully deliver the required benefits |   |   |  |   |
| <b>PR7</b>   | Major disruptive incident   |   |   |  |   |
| <b>PR8</b>   | Failure to deliver sustainable reductions in the Trust's impact on climate change                     |   |   |  |   |
| <b>Committees/groups where this item has been presented before</b>   |   |   |   |  |   |
| None   |   |   |   |  |   |
| <b>Acronyms</b>  |   |   |   |  |   |
| ANPR = Automatic Numberplate Recognition<br>BAF = Board Assurance Framework<br>CDC = Community Diagnostic Centre<br>GI = Gastrointestinal<br>ICB = Integrated Care Board |   |   | NUH = Nottingham University Hospitals<br>PIFU = Patient-Initiated Follow-Up<br>SHSNN = Sexual Health Services Nottingham and Nottinghamshire<br>UTC = Urgent Treatment Centre |  |   |
| <b>Executive Summary</b>   |   |   |   |  |   |
| An update regarding some of the most noteworthy events and items over the past month, shared on behalf of the Acting Chief Executive.                                    |   |   |   |  |   |

## Director of Change and Improvement recruitment update

In addition to the recruitment to the Non-Executive Director and Associate Non-Executive Director roles outlined in the Acting Chair's report, the Trust is seeking to recruit a Director of Improvement and Change to lead our improvement and change agenda.

This pivotal role will require a leader with the expertise, insight, and innovative drive to advance our clinical processes, enhance organisational culture, and deliver a transformation that is both impactful and sustainable.

The successful candidate will be expected to apply their expertise to assess and understand the services provided by the Trust, not only from an organisational standpoint but also through the perspectives of our patients and service users.

With a focus on driving innovation and evidence-based improvement methodologies, they will be key to shaping a culture of continuous improvement and operational excellence within the Trust – including by establishing direct links between delivery of the improvement strategies, performance, quality and safety, efficiency and productivity.

The role, which will be a non-voting role on the Trust's Board of Directors, is being advertised until midnight on Sunday 8<sup>th</sup> December 2024, with interviews due to take place on Monday 23<sup>rd</sup> December 2024.

We will keep the Trust's Board updated on any recruitment decision concerning this important role. [Details of the role and information on how to apply is available on the Sherwood Forest Hospitals current vacancies webpage](http://www.sfh-tr.nhs.uk/work-for-us/our-vacancies) at [www.sfh-tr.nhs.uk/work-for-us/our-vacancies](http://www.sfh-tr.nhs.uk/work-for-us/our-vacancies)

## Operational updates

### Overview of operational activity

Demand across our urgent and emergency care pathway has continued to be above planned levels in October and November; this has been the case all year except in August, when we saw a seasonal reduction in people attending our hospitals.

The high demand has meant that, despite us launching our winter plan actions, the capacity across our hospitals has been under sustained pressure. This pressure has resulted in us not being able to always offer the timely care we aspire to, evidenced by a deterioration in our emergency access performance (four-hour performance) to just below 70% in October 2024.

This was compounded during the month by some adverse weather – including heavy snow – and periods where the Trust's Full Capacity Protocol was enacted.

This peaked around Monday 25<sup>th</sup> November 2024 where the Emergency Department at King's Mill Hospital saw periods of severe overcrowding. During this time, it took us much longer to assess and treat our patients, as the department cared for twice the number of patients than it would usually treat at any one time. Despite those challenges, we continue to perform well in delivering timely ambulance handovers.

Across our planned care pathways, outpatient referrals and attendances have been high – particularly over the last six months.

A reduction in missed appointments due to the work of our Outpatients Improvement Programme is supporting the growth in attendances: we continue to deliver a strong Patient Initiated Follow-up (PIFU) offer and consistently perform above the national target for patient Advice and Guidance.

Elsewhere, inpatient and 'day case' admissions are showing a long-term growing trend. We continue to have zero 78-week waits and the 52-week and 65-week wait positions continue to improve due to the hard work of our teams, dating, treating and validating patient pathways.

The Trust's diagnostic position has also shown improvement during the month. This improvement is mainly due to recovery work delivering significant improvements in echocardiography – an area of significant focus in 2024/25.

In terms of our cancer metrics, we continue our strong delivery of the national 28-day faster diagnostic standard, where we continue to exceed the national standard and our operational plan.

Cancer 31-day treatment performance has been above the operational plan for the last three months.

Unfortunately, we were off-track against our planning trajectory for the cancer 62-day treatment standard in August 2024. However, in recent weeks we have seen our Cancer 62-day backlog reduce after being at elevated levels over the summer.

A more comprehensive update on our operational performance is next due to be presented at the February 2025 meeting of the Trust's Board of Directors, where we are due to reflect on our quarter three 2024/25 performance.

### **Longer opening hours to go live at Newark UTC**

New extended opening hours at Newark Urgent Treatment Centre (UTC) went live during the month, going live on Monday 11<sup>th</sup> November 2024.

The new opening hours were introduced by Nottingham and Nottinghamshire Integrated Care Board (ICB) following feedback from residents, stakeholders, and clinical input from healthcare experts.

From that date, the UTC began opening between 8am and 10.30pm, with the last patient being admitted at 9.30pm – seven days a week. The new opening hours offer an extended window for patients to access essential healthcare services.

The change also means that the UTC now opens an hour earlier and remains open half-an-hour longer after the last patient is admitted than previously. The extended hours have been introduced in time to help meet the expected increase in demand over the winter months.

The opening hours have been introduced without issue, largely thanks to the contributions of Trust staff who have helped to make the new operating model a success through their engagement in the planning for this important change.

The Trust will continue to work with colleagues from the ICB to assess the impact of the extended operating hours, monitoring usage and reviewing patient feedback to ensure it continues to provide a responsive service to local people.

## Partnership updates

### **Supporting Vision West Notts College and the Mansfield and Ashfield Place Boards in their vision for local skilled and well-paid employment**

The Trust has continued with its partnership with Vision West Notts College during the past month. As one of the biggest employers locally, the Trust has a key 'anchor' role and a need to secure its future workforce.

Alongside Andrew Cropley, the College Principal, the Trust's Strategy and Partnerships Team co-hosted a systems-thinking event on creating high-skilled, well-paid careers for local people.

It was a full-day workshop that used systems-thinking tools to explore the problem, define the boundary, identify stakeholders and agree action plans.

## Other Trust updates

### **Visitor car parking improvements made across Sherwood Forest Hospitals' sites.**

Patients and visitors now have more ways to pay for parking at Sherwood Forest Hospitals, after a new Automatic Number Plate Recognition (ANPR) visitor parking system went live across the Trust's King's Mill, Mansfield Community and Newark Hospital sites during the month.

The system has been introduced to help improve flow in-and-out of car parks and ensure both visitors and employees park in designated car parks to help ease parking difficulties.

Its introduction follows feedback about the lack of visitor car parking capacity negatively impacting patient experience, which also led to some adverse publicity for the Trust.

With ANPR, vehicle registration plates are scanned by camera on arrival and payment is made before leaving the car park. A physical ticket is not provided.

We hope the introduction of ANPR will improve vehicle movement on-site by providing a quicker entrance and exit at our car parks.

The new system will also offer more ways to pay, which is particularly good news at Newark Hospital where coins have been the only method of payment.

Payment machines at all three hospitals now take cash, card and contactless payments, with the pricing structure having been changed to bring visitor parking charges into line with other Trusts in the region.

The changes also now include a free 30-minute drop-off period, which has increased from 15 minutes. There are also drop-off zones outside the main entrance at all hospitals and the Emergency Department at King's Mill where visitors can park for 10 minutes.

Free or reduced-price parking will remain in place for various patient groups, including free parking for Blue Badge holders.

Additional staff have also been on-hand to support patients and visitors when the new system goes live.

We are grateful to everyone involved – including our patients, visitors and Trust colleagues – for their patience and understanding while these improvements have been made.

## **New single point-of-contact sexual health service sees enquiries almost double.**

Orders for home-testing kits have almost doubled in some places across Nottinghamshire after sexual health services in the city and county were brought together under one umbrella.

Calls to the new dedicated phoneline for Sexual Health Services Nottingham and Nottinghamshire (SHSNN) – 0300 131 7010 – have also almost doubled since its launch on 1<sup>st</sup> October 2024, from 7,000 to 11,000.

Nottingham University Hospitals NHS Trust (NUH) is delivering the service in partnership with Sherwood, with both Trusts being supported by an online sexual health provider, Preventx. The aim is to deliver a more streamlined, consistent, and easily accessible service.

The free and confidential service – funded and commissioned by Nottingham City and Nottinghamshire County Council's Public Health services – has a single, dedicated contact centre telephone number and website, with a link to order discreet home-testing kits.

Home-testing kits are sent to people's homes in discreet packaging. If a test is negative, the individual is informed by text message. If positive, they will be notified of the result and offered options for obtaining treatment.

We are delighted that the new sexual health service successfully launched as planned.

People are accessing sexual health care at a site of their choice and taking up options that suit them. We are particularly excited about the uptake of online testing, which brings sexual health care directly to local people.

The next phase of improvements to the shared service include developing the sexual health website with engaging, user-friendly information, health promotion, and online appointment bookings.

## Trust Maternity Clinical Support Trainer receives Silver Chief Midwifery Officer Award



During the month, we welcomed Regional Chief Midwife Gaynor Armstrong (third from right) to King's Mill Hospital to present a Silver Chief Midwifery Officer award to Jodie Prest – one of the Trust's Maternity Clinical Support Trainers – in recognition of her outstanding contributions.

Jodie (pictured third from left) was recognised for making a huge difference after being in post for just over two years.

Jodie champions Maternity Support Workers, showing them kindness, compassion and support - and ensuring they have access to further training opportunities. She is also dedicated to providing high quality care to birthing people on the unit, spending weekly sessions listening to and supporting families. Gaynor met members of the maternity team during a tour of our maternity unit.

We are so proud of the amazing work that Jodie has led in maternity and it has been a joy to watch her develop within the MSW Clinical Support Trainer role. She has demonstrated that given the right tools and opportunity, MSWs are great forces for change and improvement, influencing senior leaders and being an advocate for her role.

Having that recognised by the national team and being selected as recipient of the Chief Midwifery Officer MSW award is so exciting and testament to the exceptional person that she is.

The visit also tied-in with the Trust's celebrations for Maternity Support Worker Week, which Jodie has been instrumental in overseeing.

## **DAISY Award for Critical Care colleague behind Trust 'Martha's Rule' roll-out**

I was delighted to present the Trust's Matron for Critical Care, Kathy Smiley, with a DAISY Award during November 2024 to recognise the Trust's implementation of the national initiative Martha's Rule here at Sherwood.

Kathy's leadership and passion to ensure patients and their relatives are listened to and heard when they raise a concern has seen the project launch successfully and at pace putting Sherwood Forest Hospitals in a fantastic position in the region.

Kathy gave up her day off to ensure there were no delays in getting this service off-the-ground for our patients, prioritising patient safety and building trusted relationships between doctors, nurses, patients, and their families.

Kathy's naturally positive outlook on life and passion for Martha's Rule, staff and patients encompasses the Trust's CARE values and has breathed positivity into this project.

Even though the project is still being refined, Kathy continues to dedicate her time to perfecting the service. Kathy is an outstanding nurse whose work has stood-out for going 'over and above' and is a deserving winner of this award.



**Kathy Smiley receives her DAISY Award from the Trust's Chief Nurse, Phil Bolton**

## Mansfield Community Diagnostic Centre (CDC) fourth information event



On Thursday 21<sup>st</sup> November 2024, the Trust hosted its latest successful public engagement event at Mansfield Community Hospital, as over 50 attendees – including residents, NHS staff, and Mansfield Mayor Andy Abrahams - attended to find out more about the Trust's work to bring Nottinghamshire's first Community Diagnostic Centre or 'CDC' to our area.

Attendees learned about the upcoming permanent facility, set to open in December 2025, which will serve as a one-stop shop for patients across Nottinghamshire and neighbouring areas to access the tests and investigations they need, helping to reducing waiting times.

The event also celebrated the CDC's one-year milestone of delivering tens of thousands of tests since its October 2023 launch, with the project having delivered over 50,000 blood tests, heart scans, MRI scans and ultrasound scans to local people – long before the first brick has been laid for the new purpose-built facility.

The event showcased visual plans for the new building and emphasised career opportunities, receiving enthusiastic feedback from attendees. More information on the CDC, its services, and developments, is available on the Trust website at [www.sfh-tr.nhs.uk/cdc](http://www.sfh-tr.nhs.uk/cdc)

### Trust risk ratings reviewed

The Board Assurance Framework (BAF) Principal Risk 7 – 'A major disruptive incident' – for which the Risk Committee is the lead committee, has been scrutinised by the Trust's Risk Committee. Committee members discussed the risk scores and assurance ratings but decided that they should remain unchanged.

The full and updated Board Assurance Framework (BAF) is next due to be presented at the Public Meeting of the Trust's Board of Directors in February 2025.