

Council of Governors - Cover Sheet

Subject:	Acting Chief Executive's report		Date:	13 th August 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 quarter from the Acting Chief Executive's perspective, covering the period to June to August 2024.				Approval	
				Assurance	
				Update	Y
				Consider	
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	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				
Committees/groups where this item has been presented before					
Not applicable					
Acronyms					
BMA = British Medical Association CQC = Care Quality Commission GP = General Practice ICB = Integrated Care Board IPR = Integrated Performance Report MP = Members of Parliament NHS = National Health Survey PLACE = Patient-Led Assessment of the Care Environment SDEC = Same Day Emergency Care VCHA = Veterans Covenant Healthcare Alliance					
Executive Summary					
An update regarding some of the most noteworthy events and items over the past quarter from the Acting Chief Executive's perspective, covering the period to June to August 2024.					

Operational updates

Overview of operational activity, including industrial action updates

It has been another challenging quarter across our hospitals, where we continue to experience winter-like pressures across our services. Those challenges have seen the Trust enact its Full Capacity Protocol on multiple occasions during the month to ensure that additional hospital beds are available to ensure that patients can continue to access the care they need in as timely way as possible.

Those pressures are being particularly hard-felt in our Emergency Department at King's Mill Hospital and our Urgent Treatment Centre at Newark Hospital, where the number of attendances to our Emergency Department has increased by 12% year-on-year during the first quarter of the financial year - 11% greater than planned. Those pressures have increased both from patients arriving by ambulance and self-attending our Urgent and Emergency Care department.

For non-elective admissions, where demand is 13% above plan and 14% compared to Q1 last year, has placed pressure on our clinical teams and our services. This pressure has been sustained for many months with patient demand often exceeding the capacity of our hospitals, resulting in escalation actions in place to support patient care.

Despite the challenges, there are several areas where our performance compares favourably across the NHS and these successes are to be celebrated.

I am grateful to all our Trust and system colleagues who have worked to manage the pressures we have been facing across our services over the past month.

A more comprehensive statistical breakdown of the Trust's performance was shared in the Integrated Performance Report (IPR) at August's Public Meeting of the Trust's Board of Directors.

Planning efforts are also well underway to prepare the Trust to deal with the additional seasonal pressures that we also see each year during winter, which will involve working closely with health and social care colleagues across the county to help manage those pressures together.

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, the Trust was 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.

Financially, the cost of the past year's industrial action now runs to over £8.9million 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 £4.7million of national funding to mitigate the impact of this.

Separately, Medirest colleagues who are members of the GMB Union have engaged in multiple periods of industrial action. We are pleased to hear that industrial action from Medirest colleagues has been placed on hold while their members consider an offer to hopefully bring this industrial action to an end.

Operational planning has been continuing throughout the month to minimise the impact of that industrial action, as well as to plan for further periods of industrial action that may be called over the coming months.

We continue to hope for a speedy resolution to these national disputes that continue to have a real impact here at Sherwood and across our NHS and we watch with interest in the hope that the change in government will bring the resolution that we are all hoping for.













Those pressures are expected to be compounded from August onwards when General Practice (GP) colleagues across the country have begun taking part in 'collective action' as an equivalent to industrial action. We are continuing to monitor the impact of this on our services here at Sherwood.

Integrated Care Board 'at a glance' report shared

The Nottingham and Nottinghamshire Integrated Care Board (ICB) has shared its monthly 'at a glance' report to give a high-level overview of performance and assurance across the Nottingham and Nottinghamshire health and social care system. Their report is included for information below.

The report highlights a number of areas of concern for the system which the Trust will continue to play its part in helping to manage and mitigate the impact of the risks highlighted, with Board oversight of these issues being maintained through the Trust's Integrated Performance Report that continues to be regularly presented to the Trust's Board of Directors:



Managing today		Making tomorrow better	
Timely access to care  <ul style="list-style-type: none"> Significant focus on UEC flow remains, but some encouraging improvements – continued improvements in 4 hour and 12-hour ED waits Ambulance handover recovery plan still needs further impact at NUH Focus on cancer waiting times and 78 week waits – zero 78-week waits achieved, some improvements in cancer waiting times 	Quality of care  <ul style="list-style-type: none"> Widespread quality concerns in NHT mental health services, with CQC Section 48 review ordered by the Secretary of State Improvement Oversight and Assurance Group in place - IOAG (NHT, ICB, NHSE), Integrated Improvement Plan under development, initial focus Section 48 Review Safety monitoring metrics in place Ockenden Review ongoing, CQC unannounced inspection undertaken 	Population health / analytics  <ul style="list-style-type: none"> Population of health outcomes framework underway to enable tracking of priority areas Review of SAIU priorities underway to support plan delivery and evolving ICB operating model (incorporating provider oversight) Outcomes metrics developed and endorsed by ICB Board 	Inequalities  <ul style="list-style-type: none"> Areas for targeted intervention identified in operational plan, approved by the ICB Board Health inequalities investment fund schemes identified, with slippage into 24/25 Approach for 24/25 HIIF schemes to be developed Inequalities plan part of 24/25 plans
Primary Care  <ul style="list-style-type: none"> Ongoing work to consider how flexibilities in use of resources could support general practice resilience GP potential industrial action a concern – ongoing engagement concerning potential impacts and mitigations 	£  <ul style="list-style-type: none"> Detailed 2024/5 operational plan submitted to NHSE – work ongoing to strengthen efficiency plans and identify further areas of improvement / flexibility QI system review held in June – significant gap in delivery confidence currently, with additional mitigations / delivery plan development during July NHSE requirement for all NHS systems to be back in balance by 31/3/26 	Transformation  <ul style="list-style-type: none"> Transformation priorities developed as part of operational planning – frailty will be a key system priority Transformation delivery system approach initiated – first Transformation Delivery Group held and programme leads identified 	Workforce  <ul style="list-style-type: none"> Recruitment / agency controls strengthened to mitigate unaffordable growth and reduce temporary staffing costs Increased granularity across the system in terms of agency controls and bank spend – trajectories being developed as part of operational plan triangulation Review of vacancy control processes undertaken – revised whole system approach
Developing the ICS			
Place Based Partnerships  <ul style="list-style-type: none"> PBP determined priorities confirmed and being implemented Community transformation programmes embedding – built into whole system transformation programme 24/25 plans under development - will be linked to overall system plans 	Integrated Care Partnership  <ul style="list-style-type: none"> Ongoing delivery through HWB and operational plans Terms of Reference refreshed 	Provider Collaborative  <ul style="list-style-type: none"> Work plan under development – work areas identified Provider Leadership Board refining delivery plans and scope of back office and workforce initiatives (to complement other system working and identify lead areas) Development session with ICB Board held 	Integrated Care Board  <ul style="list-style-type: none"> Developing performance and financial oversight and assurance approach across the system – work commenced to embed new ways of working and align with ongoing statutory ICB duties ICS research strategy endorsed by the board

Sepsis lead update

Trust Governors have previously requested an update on the appointment of a Trust Sepsis lead.

The role has recently been advertised with a closing date of 28th July 2024 and shortlisting is now underway for the role, which is due to be interviewed during week commencing 12th August 2024.

The focus of this role is to augment existing speciality sepsis leads (e.g. in our Emergency Department) to work with clinicians across the Trust to improve the outcomes for patients with sepsis. As well as being a clinical expert and resource for teams, the role will help drive improvements in recognition and innovation in practice of sepsis treatment. This role will regular report into the Trust's Patient Safety Committee.

This role will be in addition to the Sepsis Lead role that is already in place in the Trust's Emergency Department to improve the Trust's management of the condition.

Sherwood among first 143 hospitals to roll-out 'Martha's Rule' in next step in major patient safety initiative

On 27th May 2024, NHS England announced that 143 hospital sites across the country were to be the first to test and roll-out Martha's Rule in its first year.

The announcement of the first sites to test implementation of Martha's Rule is the next step in a major patient safety initiative, following the announcement in February of NHS England funding for this financial year.

The scheme is named after Martha Mills, who died from sepsis aged 13 in 2021, having been treated at King's College Hospital, London, due to a failure to escalate her to intensive care and after her family's concerns about her deteriorating condition were not responded to.

The purpose of Martha's Rule is to provide a consistent and understandable way for patients and families to seek an urgent review if their or their loved one's condition deteriorates and they are concerned this is not being responded to.

NHS England is working with the parents of Martha to develop materials to advertise and explain the initiative in hospitals across the country, to ensure it is something that all patients, staff, and their families can recognise.

Sherwood Forest Hospitals has opted to be a part of the first group of Trusts to implement the scheme, with a Trust-wide working group having been established to shape how the scheme is introduced here at Sherwood.

Evaluation of how the system works in these sites over the course of this year will then inform proposals for Martha's Rule to be expanded further across all acute hospitals, subject to future government funding.

Martha's Rule is to be made up of three components to ensure concerns about deterioration can be swiftly responded to:

- Firstly, an escalation process will be available 24/7 at all the 143 sites across the country, advertised throughout the hospitals on posters and leaflets, enabling patients and families to contact a critical care outreach team that can swiftly assess a case and escalate care if necessary.
- Secondly, NHS staff will also have access to this same process if they have concerns about a patient's condition.
- Finally, alongside this, clinicians at participating hospitals will also formally record daily insights and information about a patient's health directly from their families, ensuring any concerning changes in behaviour or condition noticed by the people who know the patient best are considered by staff.

The Trust is working to introduce the scheme by autumn 2024. For more information about the national Martha's Rule scheme, please visit the NHS England website at www.england.nhs.uk/patient-safety/marthas-rule/

Partnership updates

Welcome to Mid Nottinghamshire's newly-elected Members of Parliament

As a Board, we have taken the opportunity to formally welcome those Members of Parliament (MPs) who were elected and re-elected in the Mid Nottinghamshire area we serve during July's General Election.

As a Trust, we have always valued the relationships we have enjoyed with our local Members of Parliament and we are sure that will continue with them all over the course of the next parliament.

As a key employer and anchor organisation within their constituencies, the Acting Chair and I have taken the opportunity to write to them all following their election to share more about the Trust's work and to explore how we can work with them to address some of the challenges we will face together over the coming years.

Planned meeting with Newark MP over urgent treatment provision

One of the conversations that will be high on the list of the recently re-elected Member of Parliament for Newark, Robert Jenrick MP, is the provision of urgent healthcare in the Newark area.

Mr Jenrick wrote to the Acting Chair and I during July to discuss this important matter - an opportunity we have welcomed.

The Trust is now working with Mr Jenrick's Constituency Office to arrange a meeting to discuss the topic alongside colleagues from the Nottingham and Nottinghamshire Integrated Care Board (ICB).

Working together to deliver Improved sexual health services for Nottingham and Nottinghamshire residents

From October 2024, Nottingham and Nottinghamshire residents will benefit from an enhanced Integrated Sexual Health Service.

The service will be delivered across City and County, led by Nottingham University Hospitals NHS Trust in partnership with Sherwood Forest Hospitals NHS Trust and supported by a remote sexual health service provider, Preventx.

It will be funded and commissioned by both Nottingham City and Nottinghamshire County Council's Public Health services.

The newly-awarded single city and county-wide contract replaces the current arrangements for sexual health services which are delivered through several contracts. The improved service will ensure that everyone has access to the same high quality 'one stop shop' for sexual health services, regardless of where they live.

The free and confidential service will expand its health promotion offer and targeted outreach support to the most vulnerable and at greater risk across the City and County. It increases choice for residents by keeping face-to-face and walk-in appointments, whilst making the most of new technology to offer online services to support those who prefer a remote option. The service will also provide a single website as a reliable source of information so that residents can make informed choices about their sexual health and know how to access the services they need.

The service offer includes:

- better access to trusted information on sexual and reproductive health
- increased choice and easier access to services for local people
- services tailored to meet needs of people at greater risk of poor health outcomes
- services which will reach out to support our diverse communities and
- a better experience of finding relevant services that are more streamlined and joined-up across the system, including GPs, pharmacies, sexual health, and other healthcare services.

We are looking forward to working collaboratively to develop the current sexual health service into an even better one for our local communities.

Other Trust updates

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.



Showing our support for our Armed Forces community during Armed Forces Week



Colleagues at King's Mill prepare to raise the Armed Forces Day flag

We have been sharing news of an innovative scheme that supports members of the Armed Forces community into NHS careers and is proving to be a success here at Sherwood.

Thanks to the Step into Health programme, which supports military service leavers and veterans in their transition to civilian employment, two people have recently secured jobs at the Trust. A third was supported to gain employment at a nearby NHS organisation.

Shana McCullagh, a Recruitment Officer here at Sherwood, has been in a Step into Health-focused role since January 2024. She assists with one-to-one recruitment support - from submitting applications to preparing for interviews and supporting with recruitment checks, if successful.

Stacy Irving joined Sherwood Forest Hospitals in April as Specialty General Manager for Paediatrics and Community Paediatrics. This management role involves working with clinical teams to address day-to-day operational challenges, continually looking at ways to improve care for patients and planning services for the future.

Stacy served in the Royal Logistic Corps for 25 years and completed operational tours and exercises worldwide, including in Kenya, Iraq, Bosnia, Northern Ireland, Germany and Cyprus.

We recognise the transferable skills and cultural values that Armed Forces personnel develop when serving and appreciate the benefit these can bring to roles within the NHS.



Stacy Irving has been supported into work with the Trust after serving in our Armed Forces

The NHS is home to more than 350 careers so there really is something for everyone – from catering, maintenance, administration, finance, communications, management, or a role in one of the clinical services, to name but a few, this programme will benefit you.

This latest initiative furthers our Trust's commitment to supporting our Armed Forces, which follows the Trust signing the Armed Forces pledge. The Trust also has Silver employment status in addition to Gold accreditation from the Veterans Covenant Healthcare Alliance (VCHA) in recognition of the support we provide.

The Trust celebrated the contribution made by the entire Armed Forces community in the run-up to Armed Forces Day on Saturday 29th June 2024. The Armed Forces flag has been flying at all three hospital sites and the towers at King's Mill Hospital were lit red, white and blue after sunset from 24th to 29th June 2024.

An Armed Forces Staff Network is being set up for employees so they can consider the support that's available and how the Trust celebrates occasions such as Remembrance Day.

Step into Health is open to all service leavers and veterans and their spouse or partner. The Trust guarantees interviews for applicants from the Armed Forces community who meet the essential criteria for a post. Placements are also available.

Anyone who would like more information about the scheme can visit militarystepintohealth.nhs.uk or contact Shana McCullagh, Recruitment Officer at Sherwood Forest Hospitals, by emailing shana.mccullagh@nhs.net



Colleagues at Newark Hospital raise the Armed Forces Day flag

Professor Sir Jonathan Van-Tam visits King's Mill Hospital

On Wednesday 24th July 2024, we were delighted to welcome Professor Sir Jonathan Van-Tam to King's Mill Hospital for a special visit to the Trust to mark the work we are doing to support the Armed Forces community.



During the visit, Professor Sir Jonathan Van-Tam - who played a leading role in the nation's pandemic response - officially unveiled a 'Veterans Aware' plaque at King's Mill Hospital that recognises the Trust's work to make the Trust a welcoming place to work and receive care for serving and former members of our Armed Forces and their families.

Sir Jonathan comes from a military family and is Honorary Colonel of the Army Cadet Force.

The plaque recognises the Trust achieving the gold standard accreditation - the highest available - from the Veterans Covenant Healthcare Alliance (VCHA), shows the strength of the Trust's commitment to ensuring that those who serve or have served in the Armed Forces and their families are treated fairly whenever they need the Trust's services. This commitment also covers all employees and volunteers across the Trust.

Speaking to members of the staff network, he praised the Trust for the work we are doing to put veterans on the map within the Trust and in the local area. and said he hoped the network goes from strength to strength.

He said it was important to recognise the sacrifice made by members of the Armed Forces and their families, as well as the contribution those with military experience make to civilian life.

During his visit, he also visited the Trust's Hospital Grand Round where he spoke to Trust colleagues about his career history, the challenges faced during the pandemic and how they were tackled, and the importance of good communication.

He also thanked SFH colleagues for their work during the pandemic, saying he knew how awful and traumatic the unprecedented situation was.

We are grateful to Professor Sir Jonathan Van-Tam for the time he took to visit us here at Sherwood.

Sherwood shows its support for Nottinghamshire PRIDE

During July 2024, I joined the PRIDE march at King's Mill Hospital to show the Trust's enduring commitment to making our hospitals a great place to work and receive treatment for people from all backgrounds - including those from our LGBTQ+ communities.

I joined colleagues from across the Trust for the march on Tuesday 16th July 2024, ahead of Nottinghamshire PRIDE, while a separate march took place for colleagues at Newark Hospital on Tuesday 23rd July 2024.



#TeamSFH colleagues take part in the Trust's PRIDE march at Newark Hospital

Congratulations to all our Project SEARCH graduates

During July, we were extremely proud to congratulate the 2024 cohort of Project SEARCH interns at their recent graduation ceremony.

DFN Project SEARCH is a one-year transition to work programme for young adults with a learning disability or autism spectrum conditions - or both.

The scheme works hard to challenge and change cultures, demonstrating how young people with a learning disability can enrich the workforce, bring incredible skills and talent, encourage greater diversity, and meet a real business need.

This programme is currently running at our King's Mill and Mansfield Community Hospitals, where interns on the programme gain experience in three job rotations to explore a variety of career paths within the NHS - including in a range of hospitality, business admin, domestic services, pathology and other roles.

It has been an honour to see the progress our interns have been making - both in work and in developing their general life skills - over the last two years and to watch them progress to either work or volunteering.

I congratulate each of our graduates on their work, as well as thanking our Trust colleagues who have been so welcoming and supportive of the interns by offering their help, time and support to these young people.



Trust hosts successful Community Diagnostic Centre event and celebrates delivering over 20,000 tests



The Trust held its third Community Diagnostic Centre (CDC) engagement event on Thursday 6th June 2024, attracting more than 50 residents, patients, and NHS workers who were eager to learn more about the ongoing developments and job opportunities at the site.

The recent engagement event celebrated the project delivering over 20,000 tests to date, ahead of the opening of its purpose-built facility in March 2025.

Once built, the Mansfield CDC will serve as a one-stop shop for patients across Nottinghamshire, offering a wide range of tests in a single visit, reducing referral times and helping patients receive diagnoses more swiftly, as well as creating jobs for local people.

During the event, the team shared insights into the wide range of almost 200 job opportunities coming to the CDC next year. Visitors were also given a visual representation of the new building, creating excitement for the future of the project, based on revised plans that have been submitted to Mansfield District Council for approval.

Work is really stepping-up on-site now in a way that people can really see. This is a significant step toward seeing the new state-of-the-art facility, with the demolition and building works not only focused on creating a new healthcare facility but also on implementing several green initiatives that will make the Centre a thoroughly modern facility. That is good news for our patients, as well as the environment.

The project features improved insulation, advanced Air Source Heat Pumps, efficient ventilation systems, and low-energy LED lighting, all designed to enhance energy efficiency and reduce carbon emissions by over 20%. Additionally, the demolition waste management strategy targets a 90% recycling rate, with reclaimed materials being repurposed for the new construction. This includes crushing and reusing the brick and block fabric from the old building to form levels for the rebuild, significantly reducing the need for imported materials.

In addition to the construction updates, the Trust showcased its efforts to conserve the heritage of the former Victoria Hospital, inaugurated in 1948, by inviting the public to share their personal histories or pictures about the site to celebrate and preserve the rich history of the site as it transitions into becoming a modern healthcare facility.

For more information about the CDC, its services and opportunities to work at the site, please visit the CDC website at www.sfh-tr.nhs.uk/cdc

New Teledermatology service provides patients with faster diagnosis when skin cancer is suspected

A new service that provides patients who have suspected skin cancer with faster diagnosis and treatment has started here at Sherwood.

Already established at King's Mill Hospital with patients benefitting from the shorter waiting times, the service was also extended to Newark Hospital on Monday 10th June 2024.

Teledermatology involves an initial appointment where a series of high-resolution digital photographs are taken by a clinical photographer. These photographs are then studied by a consultant dermatologist who can assess them remotely and decide whether a patient needs to come into hospital for further investigation and treatment or if they can be given assurance that cancer can be ruled out quicker.

For the patient, this eliminates the sometimes longer wait for a first face-to-face appointment with the dermatologist. Their first appointment for the photographs is far quicker and the remote triage enables dermatologists to review twice as many patients than face-to-face appointments.

The teledermatology service allows us to triage patients referred by their GP with urgent suspected skin cancer much quicker. Reviewing the high-resolution photographs also allows us to reassure patients more quickly when they do not have cancer. Patients with a diagnosis of cancer are also seen quicker and can start getting their treatment sooner.

This new way of working also means we are able to review more patients, sooner which means a faster outcome for the patient.

Patients for whom it is more convenient will now be able to have their photographs and any follow-up procedures done in Newark Hospital, as part of the wide range of outpatient appointments, operations and procedures already available at Newark Hospital.

#TeamSFH celebrates midwifery retention success



During May, we were proud to celebrate one of our lowest ever vacancy rates among our midwives, thanks to the success of a recruitment and retention programme that has been funded by NHS England.

Nationally, there is a high rate of midwife vacancies due to multiple factors including burnout and lack of colleague support. The vacancy rate in Sherwood Forest Hospitals' midwifery team is incredibly low at 0.9%, with all newly-qualified midwives recruited to the Trust since February 2022 still working there two years on.

A huge factor behind this achievement has been the support we provide to newly-qualified midwives in their first 18-24 months – known as their preceptorship.

Midwife Sharon Parker, who was appointed the Trust's Lead Midwife for Recruitment and Retention in early 2022, has supported 48 midwives, 28 of whom have completed their preceptorships to become Band 6 midwives and 20 who are working towards the end of their preceptorship programme.

The Trust, which marked International Day of the Midwife on Sunday 5th May 2024, employs 180 midwives who provide care for over 3,500 families each year.

Before this role was introduced, newly-qualified midwives at the Trust had no single, dedicated person to go to for support. Lead Midwife for Recruitment and Retention form an integral part of the NHS Long Term Future Workforce plan.

Sharon provides support to midwives on a range of topics, from clinical care and compliance to personal wellbeing. The support is specifically designed to meet the needs of each individual midwife as they rotate around various parts of the Maternity service.

Each midwife will have an appraisal every month for the first three months with a further review after six months and one year. Midwives on the programme are allocated protected time to meet with Sharon to reflect and learn. This time can also be used to debrief or look back on any challenging situations that may have happened.

Sharon also looks after their wellbeing, ensuring midwives are aware of and know how to access the wide range of wellbeing support the Trust offers.

Sharon is also a midwifery ambassador for NHS England. She works closely with local schools, colleges, and universities to promote midwifery as a profession and roles available within the Trust. There are currently 46 student midwives at the Trust who Sharon supports, and two midwives set to start their preceptorship programme.

Thanks to the success in midwifery, the Trust is looking at what it can do to increase retention rates in other areas of maternity and across the wider organisation.

We are incredibly grateful to Sharon and to all her colleagues who have helped to make this incredible achievement possible.

Relaunching our Staff Networks to improve our support for Trust colleagues



On National Staff Networks Day in May, we were proud to support the Trust's brilliant Staff Network Chairs and Co-Chairs to relaunch our Staff Networks.

Across our NHS, Staff Networks are recognised as a vital part of helping to reduce inequalities and support our staff in driving meaningful change. Here at Sherwood, they are vital in making Sherwood a place where people from all walks of life feel they can belong.

Here at Sherwood, we are proud to have a number of Staff Networks – including networks focused on supporting colleagues who are from ethnic minorities, who are carers, from our LGBTQ+ communities, who have disabilities and who are women.

As part of that relaunch, our Executive Team have reaffirmed their commitment as Executive sponsors for the networks by signing a pledge to better support those networks in their work.

That pledge was strengthened further following the recent unrest following the heartbreaking events in Southport. Following those events and the disorder that followed, we have worked with our Staff Networks to communicate our horror at those events, to celebrate our Trust colleagues from all over the world who help to make great patient care happen here at Sherwood and to signpost staff to support should they need it. As well as communicating messages of support, we also reached-out specifically to groups including our international nurses and our Muslims Association.

We are grateful to those networks and all those colleagues who lead them and are involved in them for the part they play in making Sherwood a great place to work.

Trust scores top marks for condition, appearance and maintenance of its sites



The care environment here at Sherwood are exceeding the NHS national average in all areas, according to the results of our latest Patient-Led Assessment of the Care Environment (PLACE) inspection.

The Trust scored top marks for condition, appearance, and maintenance across its three hospital sites, while Newark Hospital and Mansfield Community Hospital scored 100% for cleanliness with King's Mill not far behind at 99.8%. The organisation's food scored over 95%.

The assessments, which take place in all healthcare settings every year, reflect the attitude that every NHS patient should be cared for with compassion, dignity in a clean and safe environment.

Assessments show how the environment supports the provision of care, assessing aspects such as privacy and dignity, food, cleanliness, general building maintenance, and monitors whether the premises are equipped to meet the needs of people with dementia or with a disability.

These fantastic results are testament to the hard work and dedication of all our teams at Sherwood Forest Hospitals. We work in partnership with Medirest, Skanska and CNH (Vercity), as without everyone working together, we wouldn't have such a clean, well-maintained and welcoming environment for our patients. Our colleagues should be extremely proud of the contribution they have made.

Patient assessors found King's Mill Hospital to be 'very bright, clean, and welcoming' and said, 'staff gave an air of calm throughout the inspection, even though the wards were full'.

The general view on Mansfield Community Hospital was 'very clean with a welcoming feel...staff were also very friendly', while the grounds of Newark Hospital were described as 'free from clutter and well maintained.'

The assessments help organisations to understand how well they are meeting the needs of their patients and identify where improvements can be made.

Taking place from September to November each year, the inspection is undertaken by local patient assessors, as well as representatives from the Care Quality Commission (CQC), NHS Digital, Age UK, Trust volunteers and Governors. It is also supported by members of staff at the Trust, which includes Matrons, Infection Control, Nutrition and Hydration and Dementia specialist nurses. The visit is facilitated by the Estates and Facilities PLACE team.

The PLACE assessments specify that 25% of the hospital's wards must be covered. Eight areas were covered at Mansfield Community Hospital, nine at Newark Hospital and 21 at King's Mill. At King's Mill, the inspection took place across 10 wards, eight outpatient departments and compulsory areas such as the Emergency Department, as well as external grounds and communal areas.

On behalf of the Trust's Board of Directors, I would like to reiterate my thanks to each and every colleague who has helped to make this fantastic achievement possible.

New car park improves patients' access to Newark Hospital

A new 80-space car park has opened at Newark Hospital to bring immediate benefits to patients, visitors and staff, with the dedicated staff car park freeing up much-needed spaces in the hospital's main car park for patients and visitors.

The car park was made possible thanks to a partnership between Sherwood Forest Hospitals NHS Foundation Trust and Newark and Sherwood District Council.

The District Council purchased the land between the hospital and the Co-Op on Bowbridge Road and converted it into additional hospital car parking in its bid to ensure residents have access to even more healthcare provision locally.

We know that parking has been increasingly difficult in recent months and we are grateful to everyone for their patience and understanding. It is fantastic to see that these long-awaited extra spaces have immediately helped to alleviate parking issues on and around the site and improve the experience of our patients, visitors and colleagues.

Additional parking is key to the work we are doing to further increase the range of services available at Newark Hospital and we are hugely grateful to our colleagues at Newark and Sherwood District Council for making this happen.

Within the Trust, I would also like to share my thanks with all our teams, especially our Estates and Facilities teams, and our security team who have supported motorists to park safely during a difficult time.



The car park is the latest in a host of improvements as part of the Trust's ongoing plans to maximise the potential of Newark Hospital and ensure it is a valued and vibrant community asset. Millions of pounds have been invested in the site by the Trust since 2020.

Last month, the Medical Day Case Unit moved to its new home in a dedicated space on Fernwood Unit providing a better experience for patients, and in the past few months a programme of painting and general housekeeping has taken place, which has further improved the look and feel of the hospital.

These developments also follow the opening of our new state-of-the-art operating theatre, known as the Newark Elective Hub, last October that aims to provide up to 2,600 extra operations and procedures each year.

The hospital's main car park has 170 pay and display spaces plus 20 spaces for blue badge holders. Patients and visitors are reminded to bring cash to pay for parking. Electric charging will also be available for electric and hybrid vehicles, as part of the Trust's commitment to environmental sustainability.

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.](#)