

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

<b>Subject:</b>	Acting Chief Executive's report	<b>Date:</b>	6 <sup>th</sup> June 2024		
<b>Prepared By:</b>	Rich Brown, Head of Communication				
<b>Approved By:</b>	Dr David Selwyn, Acting Chief Executive				
<b>Presented By:</b>	Dr David Selwyn, Acting Chief Executive				
<b>Purpose</b>					
An update regarding some of the most noteworthy events and items over the past month from the Acting Chief Executive's perspective.				<b>Approval</b>	
				<b>Assurance</b>	Y
				<b>Update</b>	Y
				<b>Consider</b>	
<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>	Failure to achieve the Trust's financial strategy				
<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>					
ASOS = Action short of strike action BAF = Board Assurance Framework BMA = British Medical Association CDC = Community Diagnostic Centre ED = Emergency Department NHS = National Health Service PLACE = Patient-Led Assessment of the Care Environment #TeamSFH = Team 'Sherwood Forest Hospitals'					
<b>Executive Summary</b>					
An update regarding some of the most noteworthy events and items over the past month from the Acting Chief Executive's perspective.					

## NHS prepares to enter pre-election period

The Prime Minister's announcement of plans to hold a General Election on Thursday 4<sup>th</sup> July 2024 means that the country's NHS, including Sherwood, will soon enter the pre-election period.

The pre-election period, previously referred to as 'purdah', is the period of time immediately before elections or referendums. During this time, specific restrictions are placed on the use of public resources and the communication activities of public bodies, civil servants, and local government officials.

The pre-election period is designed to avoid the actions of public bodies distracting from or having influence on election campaigns.

While we always work to remain politically impartial as a Trust, extra care will be taken during the pre-election period to ensure that we do not undertake any activity which could be considered politically controversial or influential, including avoiding any major announcements on Trust strategies, public consultations or other long-term initiatives which could influence or be seen to influence the election.

The pre-election period will officially begin when local authorities in our area formally declare the election. While this has not yet happened by the time of writing, it is expected to happen on 30<sup>th</sup> May 2024 and, in any case, before the Board of Directors meets.

NHS England has recently issued the following pre-election guidance for NHS organisations to follow ahead of this summer's General Election: <https://www.england.nhs.uk/long-read/pre-election-guidance-for-nhs-organisations-general-election-2024/>

The Trust will be following this guidance throughout the pre-election period, with the guidance having been shared with Trust staff to remind them of the Trust's responsibilities during this time.

## Operational updates

### Overview of operational activity

Demand across our Urgent and Emergency Care pathway has continued to be extremely high in the spring period with Emergency Department (ED) attendances 14% higher in April 2024 than the equivalent period in 2023. Non-elective admissions were 10% higher.

This sustained high demand has meant that our Urgent and Emergency Care pathway remains under pressure, with patients having to wait longer than we would wish for treatment and admission. We have put in place escalation actions, including implementing our Full Capacity Protocol, on several occasions to help improve the timeliness of patient care.

Despite this pressure, we continue to benchmark among the best trusts in the country for ambulance handover – a position we are proud of, as it recognises the emphasis we place on releasing ambulance crews to respond to the needs of our local community. We are working to share more details about this achievement at a future Board meeting.

We have delivered improvements against the emergency access standard in March and April 2024, with the latest performance being our best since summer 2023. Our improvements have been driven partly by introducing more middle-grade doctor shifts in our Emergency Department to help care of the increased number of patients arriving each day.

In April 2024, we opened our new discharge lounge which moved to 24-hour opening in May 2024 as a trial to understand the impact that this will have on hospital flow. The usage of our new discharge lounge has been increasing week-on-week.

Our planned care activity levels continue to be strong across outpatient, day case and inpatient services exceeding the activity levels delivered in the equivalent period in 2023. Those planned care activity levels have supported continued reduction in the number of patients on our waiting list, including those patients waiting over 52 and 65 weeks.

We continue to work to reduce the number of long-waiting patients in 2024 as we focus on recovery plans for our most challenged services. Within our Cancer services, we continue to meet the national 28-day faster diagnosis standard. We have further work to do in 2024 to improve the timeliness of the treatment phase of our cancer pathways.

A more comprehensive update on our operational performance will be presented at the August 2024 Trust Board, where we are due to reflect on our quarter one 2024/25 performance.

## **Industrial action updates**

Despite not seeing further industrial action from the British Medical Association (BMA) during May 2024, the impact of industrial action on the Trust has continued as colleagues from Medirest, who provide a number of support services across our hospitals, opted to take industrial action during the month.

Following a recent GMB Union ballot, Medirest colleagues took 'action short of strike' action (ASOS) from Monday 13<sup>th</sup> May 2024 until Monday 20<sup>th</sup> May 2024. A period of full strike action also took place between 6am on Friday 17<sup>th</sup> May 2024 and 5.59am on Saturday 18<sup>th</sup> May 2024.

I am grateful to all colleagues who worked to manage the disruption caused during that period, which helped to minimise the impact of this on Trust services and ensured there was no compromise to patient safety. During this period of strike action, no patient procedures or operations were cancelled or postponed as a result of this round of industrial action.

A second period of industrial action has since been called by Medirest colleagues, with this due to take place between 6am on Thursday 30<sup>th</sup> May 2024 and 5.59am on Saturday 1<sup>st</sup> June 2024. This will be followed by another period of 'action short of strike' action that is due to place between 6am on Saturday 1<sup>st</sup> June 2024 and 5.59 am Thursday 6<sup>th</sup> June 2024.

We recognise and value the vital role that our Medirest colleagues play across our hospitals and we acknowledge their right to take industrial action, while hoping for a speedy resolution to that national dispute.

While we have welcomed the discussions that appear to be taking place nationally between the government and the British Medical Association, we were disappointed to learn that the BMA has opted to call another period of strike action from its resident or junior doctors.

That announcement will see a full walkout by resident doctors at 7am on Thursday 27<sup>th</sup> June 2024, continuing until 7am on Tuesday 2<sup>nd</sup> July 2024. Planning has already begun within the Trust to prepare ourselves for this latest period of industrial action and the inevitable disruption it will bring for our services and patients.

## Other Trust updates

**Thank you to Wainwright Primary Academy for their support for our new Trust Discharge Lounge**



At last month's public meeting of our Trust Board of Directors, we shared the news that our new Discharge Lounge has opened its doors to help ease bed pressures in our hospitals – and ensure our patients can return to wherever they call as soon as they are medically-fit to do so.

One really pleasing development during the past month has been the contribution of one local school, Wainwright Primary Academy, who have helped to officially open the new unit, thanks to the unveiling of new bespoke artwork that welcomes colleagues, patients and visitors onto the unit.

The new lounge, which has had a complete re-design and will have significantly increased capacity to improve how patients move through the hospital, was officially opened on Friday 3<sup>rd</sup> May 2024 when some of the children helped to 'cut the ribbon'.

An art competition was launched by the Trust with the new lounge being named after the winning school and their design used as a 'bespoke montage' on the nurse's station.

Wainwright Primary Academy, part of Diverse Academies, was unanimously declared the winner with their superb design entitled "A Busy Hospital", a project involving the whole school and facilitated by art teacher Annalise Kennedy.

For those patients waiting to be transported to wherever they call home, the new Wainwright Discharge Lounge will provide a comfortable and purpose-designed space as they wait for medication or transport or for their relatives to collect them.

The improved new Discharge Lounge will help us to vastly improve our processes as we transition our patients back to their home, or the place they call home. It reinforces our commitment to provide outstanding care for all of our patients during the time they spend with us, in the best place at the right time.

As a major employer across Mansfield and Ashfield, it is important that we continue to strengthen our relationship with our community and look forward to having Wainwright as one of the anchors for this.

We are grateful to the Academy for their support and for the artwork they have created. It was a real pleasure to host the children and their surprise at seeing their artwork displayed was priceless.

### **#TeamSFH celebrates midwifery retention success**



During May 2024, 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 5<sup>th</sup> 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 forms 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 2024, 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.

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.

### **Mansfield Community Diagnostic Centre to host latest information event as construction project continues**

The public are being invited to learn more about our work to bring thousands more health checks to Nottinghamshire, as the team behind our work to bring Nottinghamshire's first Community Diagnostics Centre to our area prepare to host their latest public information event.

Our third information event, which will take place between 1pm and 6pm on Thursday 6<sup>th</sup> June 2024 at Mansfield Community Hospital, will welcome members of the local community and Trust staff to learn more about the project.

The event will specifically share updates about the construction that is already underway to build the new Centre alongside Mansfield Community Hospital, as well as shining a light on the work that has already helped to deliver 18,000 health checks locally – long before the full Centre prepares to open its doors in Spring 2025.

The event will be a fantastic opportunity for our patients and the local community to learn more about this exciting project and I would encourage everyone to make every effort to join the event to find out more.

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



The care environment here at Sherwood is 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 share 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.

## Partnership updates

### **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.

## 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. The Committee has confirmed that there are no changes to the risk score.

The Chief Executive has assumed the role of lead director for this Principal Risk, as agreed at the Board of Directors Workshop on 25<sup>th</sup> April 2024.

The full and updated Board Assurance Framework (BAF) is being presented later in this meeting.