

Board of Directors Meeting in Public - Cover Sheet

Subject:	Chief Executive's report		Date: 5 th October 2023		
Prepared By:	Rich Brown, Head of Communication				
Approved By:	Paul Robinson, Chief Executive				
Presented By:	Paul Robinson, Chief Executive				
Purpose					
An update regarding some of the most noteworthy events and items over the past month from the Chief Executive's perspective.		Approval			
		Assurance	Y		
		Update	Y		
		Consider			
Strategic Objectives					
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
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					
<p>BMA = British Medical Association CDC = Community Diagnostics Centre GP = General Practice ICB = Integrated Care Board ICS = Integrated Care System NHS = National Health Service SDEC = Same Day Emergency Care TIF = Targeted Investment Fund UTC = Urgent Treatment Centre</p>					
Executive Summary					
An update regarding some of the most noteworthy events and items over the past month from the Chief Executive's perspective.					

Operational updates

Overview of operational activity

Our services have continued to operate under pressure over the last month, similar to other acute Trusts across the country.

The combination of admission demand, length of stay pressures and challenges in admission and discharge times meant that, at times, patient demand has exceeded the capacity of our hospitals with adult bed occupancy above 98%.

We continue to see high numbers of patients remaining in our hospitals after they have been declared medically safe to be discharged (average of 110 in August).

In response to these pressures, we have continued to enact escalation actions and, where necessary, our full capacity protocol.

Despite those challenges, we have continued to release ambulances arriving at our Emergency Department in a timely manner and benchmark well in the region in terms of ambulance handover and our four-hour performance.

We continue to have a strong medical Same Day Emergency Care (SDEC) offer that continues to exceed national targets.

We have seen challenges in the delivery of planned care activity as a result of the ongoing instances of industrial action, which is contributing to a deteriorating position in terms of the number of patients on our waiting lists and is placing pressures on the delivery of some of the national ambitions.

We do expect expansion in activity levels later in 2023/24 thanks to our Targeted Investment Fund (TIF) development which opens at Newark hospital in autumn 2023.

Like other organisations, we have seen growth in Cancer two-week referrals following a similar increasing trend seen over the last decade. Whilst we have some challenges in term of increasing numbers of patients waiting greater than 62 days for treatment we continue our strong delivery of the national 28-day faster diagnostic standard with our ICS being one of the best in the Midlands region.

Industrial action

Industrial action has continued to have a significant impact on our services over the past month.

In September, the British Medical Association (BMA) led two periods of industrial action, first between Tuesday 19th and Saturday 23rd September. On the day of the Trust's Public Board meeting, the BMA will have just concluded a further period of industrial action that is due to run between Monday 2nd and Wednesday 4th October.

These latest periods of industrial action are the first time in the history of our NHS that both junior doctors and consultants have moved to take industrial action at the same time – something which has posed unique and significant challenges across our services.

A key concern for Trust colleagues is the accumulative impact that these prolonged periods of industrial action are having on our colleagues, services and patients alike.

At the time of writing before the October industrial action is due to take place, the Trust has had little option but to postpone over 5,441 appointments, procedures, and operations in 2023 in order to prioritise safe urgent and emergency care across all periods of industrial action.

The reduced elective activity levels contribute to our growing waiting lists, including those patients waiting the longest for the treatment they need. Throughout all periods of industrial action in 2023, we have experienced the following reductions in activity compared to the same working days in 2022:

- 12% reduction in outpatient activity
- 20% reduction in daycase activity
- 50% reduction in inpatient activity

These figures reflect the impact of this industrial action on our services but do not take account lost opportunities where appointments were not booked once we had received notification that strikes had already been called.

At the time of writing, the financial cost of this year's industrial action to Sherwood Forest Hospitals now stands at over £1.6million – a figure that will continue to rise, including once the financial impact of the October strikes have been calculated.

I have reiterated in previous reports to our Board of Directors of the continuing impact that this ongoing national dispute is having on the services we provide, the colleagues we are proud to work alongside and the patients we care for.

While there has been no national announcement of further strike dates confirmed for November, December and the Christmas and New Year period to date, this is an eventuality that we are preparing ourselves for.

I reiterate my hope that we see an end to this national dispute as quickly and painlessly as possible in the interest of the colleagues, patients and the communities we are proud to serve.

Updates from Newark Hospital

It has been a busy month of developments concerning Newark Hospital, with a round-up of some of those most significant developments summarised below:

ICB-led engagement continues on the overnight opening of Newark's Urgent Treatment Centre

Residents in Newark are continuing to be encouraged to have their say about the opening hours of the Urgent Treatment Centre (UTC) at Newark Hospital, including by sharing their experiences of accessing NHS urgent care services overnight.

NHS Nottingham and Nottinghamshire Integrated Care Board (ICB) is leading a number of public engagement events between 19th September and 14th October to discuss the best

permanent opening hours for the UTC. Residents can also feedback by completing an online survey that is available on the ICB website.

The UTC, run by Sherwood Forest Hospitals NHS Foundation Trust, provides urgent care and non-life-threatening treatment for injuries or conditions, such as cuts, simple broken bones, wounds, minor burns and minor head, eye and back injuries.

The UTC is currently open for 13 hours a day between 9am to 10pm, slightly exceeding the national standard of 12 hours per day.

Those opening hours were put in place in March 2020 as a temporary measure to address ongoing staffing issues made worse by the COVID-19 pandemic.

Prior to the pandemic, the UTC was often closed overnight at short notice due to lack of staff availability. Typically, when the UTC was open overnight, it would treat, on average, one patient per hour, in contrast to between 4-6 patients per hour during the daytime.

We are committed to working alongside our Integrated Care Board colleagues to provide a safe, sustainable urgent treatment centre at Newark Hospital, operating at least 12 hours per day, in line with the specification for urgent treatment centres across England.

As a Trust, we have been supporting the ICB in promoting these important discussions – including by attending and helping to lead their engagement discussions with local residents.

Anyone living, working or visiting the Newark area can get involved by completing the [survey](#) or attending one of the public events below.

- Wednesday 4th October 2023, 6.30pm to 7.30pm – online session
- Thursday 12th October 2023, 11am to 12noon at North Muskham Community Centre, Nelson Lane, Newark, NG23 6HL (British Sign Language Interpreter available)
- Saturday 14th October 2023, 10am to 11am – online session

Anyone wishing to attend any of these public engagement events can find details of how to secure their place at one of these sessions online via the ICB website, the Sherwood Forest Hospitals website and via the Eventbrite ticketing website at <https://www.eventbrite.co.uk/e/newark-hospital-urgent-treatment-centre-opening-times-public-session-tickets-705299859867>

Newark Theatres update

Work on our new state-of-the-art operating theatre at Newark Hospital is due to be unveiled later in October.

Colleagues, partner organisations and the media due to be invited to take a look around the new facility before the first patients begin to receive treatment there in early November.

The £5.6million project will result in an extra 2,600 operations and procedures taking place at Newark Hospital each year. It will provide a modern environment, contribute to reductions in waiting times and create new jobs for nursing and healthcare staff.

The extra capacity in elective care will improve patient choice and help to address access to health services for those who would previously have had to travel further afield for treatment.

The new suite – which will be known as Newark Elective Hub – includes a recovery area, anaesthetic room and scrub facilities.

The facility is now in place alongside Newark Hospital's existing two theatres, with the first operations expected to begin taking place in the new theatre this autumn.

The final preparations are now being put into place for site to become operational, including by ensuring that as much of this new capacity is made use of as quickly as possible.

I am also proud to report that the recruitment of the additional staff required to make these additional procedures and operations happen is on-track, with all identified posts now having been filled.



An artists' impression of how the new Theatre will look

Newark Hospital team goes the extra mile for patient's birthday



The Theatres team at Newark Hospital took a few minutes out from their busy surgery list during the month help a patient celebrate their 101st birthday, as patient Eileen Milner, who was at Newark Hospital for a minor operation, turned 101 on Saturday 23rd September.

Consultant Plastic Surgeon Ciaran O'Boyle surprised Eileen with a cake as members of the Theatres team sang Happy Birthday.

This is another great example of how our colleagues go the extra mile for our patients – and for one another. These lovely photographs really pulled on our heartstrings and reminded us just how valued Newark Hospital and our colleagues who work there are to our local communities.

We want more people to be like Eileen and receive their treatment at Newark Hospital.

With an ever-increasing range of outpatient appointments, procedures and operations available at Newark, we will be asking as many patients as possible to 'Ask for Newark' when being referred for hospital treatment by their GP and practice team.

Other Trust updates

Hundreds of extra NHS health checks to be made available from October, as part of our plans to build Nottinghamshire's first Community Diagnostics Centre

Hundreds of extra health checks are being made available to patients in our area from this month, as part of a series of 'accelerated' checks being delivered as part of our plans to bring the county's first 'Community Diagnostics Centre' to Mansfield.

Up to 255 blood tests have now begun to be delivered each week at a drop-in service that is now running at Mansfield Community Hospital, which started on Monday 2nd October.

The tests are now available between 9am and 5pm on weekdays, with patients needing a referral from their GP to access the tests. They will initially be offered as a drop-in service before being made available as pre-booked appointments over the coming weeks.

These fast-tracked health checks are being rolled-out as part of the next phase of Sherwood Forest Hospitals' work to bring Nottinghamshire's first Community Diagnostics Centre or 'CDC' to Mansfield.

Sherwood Forest Hospitals announced plans earlier this year to build the purpose-built 'Community Diagnostics Centre' – or CDC – where a derelict building currently stands alongside Mansfield Community Hospital in Stockwell Gate.

The multimillion-pound plans went on to receive national funding in February, prior to them receiving the vital planning approval they needed to progress in April.

Once built, the Centre will become a 'one-stop shop' for patients across Nottinghamshire to access the tests and investigations they need in a single visit, reducing the time it takes for patients to be referred to help them receive an 'all clear' or diagnosis sooner.

By the end of 2023, almost 500 extra blood tests, MRI and ultrasound scans will have been available to patients each week as part of this 'accelerated' phase of activity linked to the project.

The full Community Diagnostics Centre is expected to open its doors to patients in 2025.

As well as delivering tens of thousands of additional health checks each month, the Centre will also create 120 jobs for local people in a range of clinical and non-clinical roles.

Sherwood Forest Hospitals' staff flu campaign now underway, with Trust also continuing to support county-wide COVID public vaccines campaign

The 2023 autumn seasonal COVID-19 vaccination campaign has officially begun, with Sherwood Forest Hospitals once again playing its part in supporting vaccinations across Nottinghamshire.

Our vaccines 'hospital hub' is now running at King's Mill Hospital alongside several other, smaller sites across the Nottingham and Nottinghamshire area that will each be playing their part in encouraging members of our local communities to come forward to get their COVID-19 vaccines over the coming weeks.

As a Trust, we are clear that COVID-19 remains a dangerous illness that can have life-threatening impacts – especially for the most vulnerable people in society.

We are continuing to support the system-wide efforts in encouraging everyone who is available for a flu and COVID vaccine to make sure they take up the offer as soon as possible to help boost their protection ahead of winter.

This year, Covid-19 vaccinations are being offered to people aged 65 and over, along with people who have certain underlying health conditions, household contacts of people who are immunosuppressed, frontline health and social care workers and carers.

Some underlying health conditions which make people eligible include diabetes, Chronic obstructive pulmonary disease (COPD), chronic heart, kidney or liver disease and patients undergoing treatments more cancer.

If you are unsure whether you are eligible, speak to your GP, consultant or have a look on the NHS website for more information. You can book your vaccines on the NHS website, NHS App or by calling 119, it will only take a few minutes.

In addition to supporting the COVID vaccination campaign to protect our local communities, the Trust's flu vaccination campaign has also begun to protect Trust colleagues this winter.

Since the campaign began on Wednesday 20 September, around 1,100 colleagues have already come forward by the time of writing to receive their free flu vaccines within Sherwood Forest Hospitals – a take-up rate which shows a real vote of confidence for the faith our NHS colleagues have in the role vaccines play in protecting them against flu this winter.

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

The full and updated Board Assurance Framework (BAF) is due to be presented at our next public meeting of the Trust's Board of Directors in November 2023.