

Board of Directors Meeting in Public - Cover Sheet

Subject:	Chief Executive's report		Date: 4 th April 2024		
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	Y		
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					
A&E = Accident & Emergency ASOS = Action short of strike BAF = Board Assurance Framework BMA = British Medical Association ICB = Integrated Care Board NHS = National Health Service NTU = Nottingham Trent University PCC = Police and Crime Commissioners UEC = Urgent and Emergency Care UTC = Urgent Treatment Centre					
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

NHS Oversight Framework 2023-24: Quarter 1 Segmentation

Amanda Sullivan, Chief Executive of the NHS Nottingham and Nottinghamshire Integrated Care Board (ICB), formally wrote to the Trust on 18th March 2024 to confirm the Trust's Quarter 3 2023/24 position and to set out the process and timescales for the 2023/24 Quarter 4 segmentation assessment. The letter is provided in full in appendix one of this report.

Following the ICB peer review process undertaken at the end of December 2023, the proposed segmentation for NHS Provider organisations was approved by the Midlands Regional Support Group at its meeting on 22nd February 2024 and notified to the ICB on 7th March 2024.

It has been agreed that for Quarter 3 2023/24, Sherwood Forest NHS Foundation Trust should remain in Segment 2 of the NHS Oversight Framework. This rating is based on the quantitative and qualitative assessments of the five national themes and one local priority contained within the NHS Oversight Framework.

A review by 'exception' will be undertaken by the ICB in respect of Quarter 4, with this needing to be submitted to NHS England by 8th April 2024.

I will continue to keep the Board updated about this oversight review as it is undertaken each quarter.

Overview of operational activity

Demand across our Urgent and Emergency Care (UEC) pathway has continued to be extremely high in February and March, with Accident & Emergency (A&E) attendances more than 10% higher than the equivalent period in 2023 and significantly above planned levels.

Ambulance arrivals have continued to trend at high levels, together with the volume of non-elective admissions. That demand has meant that our urgent and emergency care pathway remains under sustained pressure, with patients having to wait longer than we would wish for treatment and admission.

We have taken escalation actions on several occasions during the month – including implementing our Full Capacity Protocol –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 communities.

Our planned care activity levels were above our plan in January and February across outpatient, day case and inpatient services. 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 and have delivered reductions in the number of two-week wait patients waiting over 62 days for treatment. 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 May 2024 Trust Board, where we are due to reflect on our 2023/24 quarter four performance.

Industrial action updates

In March, we were disappointed to learn that the lack of progress being made in the national talks to bring an end to the industrial action of the past year has resulted in the British Medical Association (BMA) extending its mandate to call further industrial action and action short of strike (ASOS) action over the coming months.

The British Medical Association has re-balloted its junior doctor members to seek to extend their mandate for industrial action. The re-ballot continued to see high levels of support from members nationally, with a 61.86% national turnout reported. Of those, 97.97% confirmed they are prepared to take part in further industrial action.

While the Trust had not been formally notified of any further industrial action by the time of writing, the extension of that mandate means it is highly likely that we will see further industrial action over the coming months.

The lack of progress being made in these negotiations nationally remains a source of disappointment for the Trust, as we continue to manage the local impact that each period of industrial action inevitably brings for our Trust colleagues, our patients and the communities we serve.

We continue to hope for a resolution to this national dispute in the interests of everyone involved.

Across all periods of industrial action from the start of 2023 to date, the Trust has postponed a total of 9,085 appointments, procedures and operations in order to prioritise the delivery of safe urgent and emergency care throughout each period of industrial action.

The financial cost of the past year's industrial action now runs to over £8.5million 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.

Newark Urgent Treatment Centre (UTC) permanent opening hours confirmed

The Nottingham and Nottinghamshire Integrated Care Board (ICB) has made its decision on the future opening hours of Newark Hospital's Urgent Treatment Centre (UTC) following feedback from residents, stakeholders and clinical input from healthcare experts.

The UTC, which is 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.

Currently, the Urgent Treatment Centre operates between 9am and 10pm as a temporary measure, with the last patient being admitted at 9.30pm.

As a result of the ICB decision on the Centre's permanent opening hours, the UTC will open between 8am and 10.30pm each day, seven days-a-week. Under the new opening hours, the last patient will be admitted at 9.30pm each day.

The new permanent opening hours will offer an extended window for patients to access essential healthcare services, opening earlier and longer to support people who need to access the service around working patterns and school times.

The new opening hours will also provide more time for our colleagues working there to finish caring for patients at the end of the day.

Once the new opening hours are introduced, the service will be open for 14.5 hours per day. That not only exceeds the 12-hour minimum national standard for UTCs set by NHS England, but also the current temporary operating hours at the UTC.

As part of the decision-making process, the Trust supported the ICB in engaging with residents and stakeholders to ensure that the preferred option for the UTC opening hours aligned with the community's needs. The feedback from residents of Newark clearly indicated the high value they place on the service received at the UTC. While there was clearly a strong preference for a return to 24 hours opening, this was balanced against other factors within a rounded, evidence-based decision.

The evidence-based decision follows a review by the East Midlands Clinical Senate and their subsequent recommendation to make permanent the overnight closure of the Urgent Treatment Centre.

Following the decision, the Trust will now turn its attention to reviewing the staffing arrangements that will need to be made in order to implement the new opening hours, which are expected to come into effect from summer 2024.

Both the Trust and the ICB will also continue to assess the impact of the extended operating hours, monitoring usage and reviewing patient feedback to ensure we continue to provide a responsive service to local people.

Partnership updates

Successful partnership with local education providers sees hundreds explore career opportunities within their local NHS

Hundreds more job seekers explored a host of NHS careers at our first 'Step into the NHS' careers showcase event of 2024, with the event being organised by the Trust in partnership with West Nottinghamshire College and Nottingham Trent University (NTU).

The event presented a valuable opportunity to showcase the host of clinical and non-clinical roles available across the Trust's King's Mill, Mansfield Community, and Newark Hospital sites.

Visitors to the event, which took place at West Notts College's Derby Road Campus on Thursday 7th March 2024, had the opportunity to find out about a range of NHS departments including nursing, maternity, neonatal intensive care, and therapy services. For those considering a career in nursing, NTU also conducted tours of their Mansfield Nursing Facilities which are based on the College's Derby Road Campus.

Our partnerships with both West Notts College and Nottingham Trent University continues to deliver real benefits for local people, with our popular *Step into the NHS* events continuing to be a huge success.

We remain grateful for the role that our partners play in *Improving Lives* for our local communities.



Pictured with me at the event are Nikki Slack and Andrew Cropley from Vision West Notts College and Rob Simcox, Director of People.

Other partnership updates during March:

- We met with Ashfield District Council to explore how we can work together on skills development in the local area, especially raising the level of ambition amongst residents about roles in healthcare
- The Trust was represented at a Universities Board, which saw the Trust involved in discussions around delivering the group's Civic Agreement.

Other Trust updates

NHS enters national pre-election period

Sherwood Forest Hospitals – like other NHS organisations across the country – has now entered the pre-election period, ahead of a number of elections taking place across the country later this year.

The pre-election period is the 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. The pre-election period has implications for all NHS organisations like Sherwood.

The main elections taking place in May affecting the Mid Nottinghamshire area and Sherwood Forest Hospitals NHS Foundation Trust are listed below, with both elections due to take place on Thursday 2nd May 2024:

- Mayor of East Midlands Combined County Authority
- Police and Crime Commissioner for Nottinghamshire

The Trust will be adhering to national NHS guidance issued by NHS England during the pre-election period. A copy of [the national 'Pre-election guidance for NHS organisations' guidance](#) is available to view in full on the NHS England website.

Celebrating our diverse workforce on Overseas NHS Workers Day

Large artwork installations of world flags have been unveiled across our King's Mill, Mansfield Community and Newark Hospitals during March, as part of our Trust-wide efforts to mark Overseas NHS Workers Day on Friday 1st March 2024.

The installations, which we update each year, celebrate the Trust's diverse workforce that is made up of colleagues who have been born in more than 100 countries from across the globe.

Flags representing the countries of birth of each colleague proudly form part of each installation, where they can be seen by thousands of patients, colleagues and visitors every day.

New flags have been added in 2024 to represent new colleagues from countries including Bahamas, Belgium, Botswana, Finland, Haiti, Malta, Norway and Sweden.

The displays are a very visible display of how we embrace and promote equality, diversity and inclusivity across the Trust and it is fantastic to see that the number of flags has increased from 95 last year to 102 in 2024.

No matter where our colleagues are from, we are proud of how we work together as one team to provide outstanding care every single day.



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 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 May 2024.