

Board of Directors Meeting in Public - Cover Sheet

| | | | | | |
|---|---|---|--------------------------------|--|---|
| Subject: | Acting Chief Executive's report | | Date: | 1 st 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 month from the Acting Chief Executive's perspective. | | | 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 ICB = Integrated Care Board IPR = Integrated Performance Report MP = Members of Parliament SDEC = Same Day Emergency Care | | | | | |
| Executive Summary | | | | | |
| An update regarding some of the most noteworthy events and items over the past month from the Acting Chief Executive's perspective. | | | | | |

Operational updates

Overview of operational activity, including industrial action updates

It has been another challenging month 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 is due to be shared in the Integrated Performance Report (IPR) that is due to be presented later in this meeting.

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, with the most recent due to take place between 6am on Thursday 1st August 2024 and 5.59am Saturday 3rd August 2024.

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.

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 Operational Performance Report that is due to be presented later in this meeting:

At a glance Status report July 2024



RED: Urgent, additional actions required, significant risks **AMBER:** Further actions required to manage identified risks, work in progress **GREEN:** on track, all required actions in place at the current time or plans in place

| 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 |

Partnership updates

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

As a Board, we would like to take this 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).

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.



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, 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 16 July 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.

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.](#)