

# Sheffield Teaching Hospitals NHS Foundation Trust

## Chief Executive's Briefing

### Board of Directors – 25 July 2023

#### 1. Operational Update

I will provide a verbal update on any significant operational matters in the meeting.

#### 2. Strike Action Update

##### **British Medical Association (BMA)**

Doctors in Training members of the BMA took 120 hours of strike action across the country from 7am on Thursday 13 July 2023 until 7am on Tuesday 18 July 2023. Planning took place to ensure that all emergency and inpatient ward care remained safe with reduced staffing for the longest period of strike action the NHS has experienced. It is anticipated that the prioritisation of consultant staff to cover the duties of doctors in training resulted in 6000 fewer outpatient appointments and 600 fewer day-case and inpatient procedures. Derogation was requested, and supported by the BMA, for overnight cover in neonatology. However, sufficient junior doctors chose to attend on the day and the derogation was not required. The BMA publicly commended STH's approach to this process.

Consultant members of the BMA took 48 hours of strike action across the country from 7am on Thursday 20 July to 7am on Saturday 22 July. Again, planning took place to ensure that all emergency and inpatient ward care remained safe. At the time of writing this action is still 'live' and a further verbal update on impact will be provided in the meeting.

Consultant members of the BMA have confirmed that a further 48 hours of strike action will take place on Thursday 24 and Friday 25 August immediately prior to the bank holiday weekend.

The re-ballot for Doctors in Training strike action closes on 31 August 2023. Work has commenced to prepare plans for industrial action to become a frequent business continuity event over the remaining months of the year and seek to mitigate the organisational impact further.

##### **Society of Radiographers (SoR)**

Members of the Society of Radiographers will take 48 hours of strike action in 41 Trusts from 8am on Tuesday 25 July 2023 to 8am on Thursday 27 July 2023, including at STH. The action will have an impact on the provision of both diagnostic and therapeutic radiography and services were maintained for only emergency services and services to high dependency patients. At the time of the Board of Directors' meeting this action will have just commenced and any available update will be provided verbally in the meeting.

#### 3. NHS Workforce Plan

The NHS Long Term Workforce Plan was published on Friday 30 June 2023. This Workforce Plan has funding support from Government up to 2028, with actions to be taken to address the gaps the NHS has in the current workforce and to meet the challenge of a growing and ageing population. These actions fall into three priority areas:

**Train:** significantly increasing education and training, as well as increasing apprenticeships and alternative routes into professional roles, to deliver more doctors, dentists, nurses, midwives and other professional groups, including new roles designed to better meet the changing needs of patients and support the ongoing transformation of care.

**Retain:** ensuring that we keep more of the staff we have within the health service by better supporting people throughout their careers, boosting the flexibilities we offer our staff to work in ways that suit them and work for patients, and continuing to improve the culture and leadership across NHS organisations.

**Reform:** improving productivity by working and training in different ways, building broader teams with flexible skills, changing education and training to deliver more staff in roles and services where they are needed most, and ensuring staff have the right skills to take advantage of new technology that frees up clinicians' time to care, increases flexibility in deployment, and provides the care patients need more effectively and efficiently.

## **Headlines are:**

### **Train**

- Double the number of medical school training places, taking the total number of places up to 15,000 a year by 2031/32
- Increase adult nursing training places by 92%, taking the total number of places to nearly 28,000 in 2028/29 and nearly 38,000 by 2031/32
- Provide 22% of all training for clinical staff through apprenticeship routes by 2031/32
- Introduce medical degree apprenticeships, with pilots running in 2024/25, growing medical degree apprenticeships to more than 850 by 2028/29, and 2,000 by 2031/32
- Train more NHS staff domestically and reduce reliance on international recruitment and agency staff

### **Retain**

- Ensuring staff can work flexibly, have access to health and wellbeing support, and work in a team that is well led
- Implement plans to improve flexible opportunities for prospective retirees and deliver the actions needed to modernise the NHS Pension Scheme
- Commit to ongoing national funding for continuing professional development for nurses, midwives and allied health professionals
- Support the health and wellbeing of the NHS workforce

### **Reform**

- Focus on expanding enhanced, advanced and associate roles to offer modernised careers
- Ensuring that more than 6,300 clinicians start advanced practice pathways each year by 2031/32
- Increasing training places for nursing associates by training 5,000 nursing associates in both 2023/24 and 2024/25, increasing to 7,000 a year by 2028/29 and to 10,500 by 2031/32
- Increasing physician associate (PA) training places - around 1,300 physician associates will be trained per year from 2023/24, increasing to over 1,400 a year in 2027/28 and 2028/29, establishing a workforce of 10,000 physician associates by 2036/37
- Work with professions to embrace technological innovations, such as artificial intelligence and robotic assisted surgery
- Support medical schools to move from five or six-year degree programmes to four year degree programmes that meet the same established standards set by the General Medical Council (GMC) and pilot a medical internship programme which will shorten undergraduate training time.

The People Committee will maintain oversight of developments.

#### 4. Breast Non-Surgical Oncology Update

Our breast non-surgical oncology service is still facing challenges. There is an ongoing gap between demand and capacity in terms of senior clinical decision makers. We have continued to receive referrals for new patients from across South Yorkshire and North Derbyshire but there is a short waiting list for treatment.

Since April 2023, we have arranged for additional, insourced, medical capacity. This relationship continues, and we are looking at how this additional capacity can be more resilient, including over the summer holiday period with more of a team approach, rather than being reliant on individual capacity. Positive discussions are taking place with oncology teams across South Yorkshire about developing our non-medical-led services (e.g., nurse-led Systemic Anti-Cancer Therapy (SACT), consultant pharmacists, consultant radiographers) to create more capacity for our senior decision makers. This work is an important part of the service's medium-term recovery and to continue depressurising the service.

#### 5. Quality Report

The Quality Report for 2022/ 23 was presented and approved at the Private Board of Directors meeting held on 27 June 2023 to ensure compliance with publication timelines. The Quality Report has two key aims; to report on the quality of services delivered by the Trust during 2022/23 and to identify the Quality Report Objectives for 2023/24. The content is based on the most recent guidance published by NHSE in 2020. A copy of the report can be found at the following link: [STHNHSFT 2023 Quality Report-final](#).

#### 6. People Updates

- **Chief Finance Officer - Announcement of Retirement**

Neil Priestley, Chief Finance Officer has taken the decision to retire at the end of this calendar year after a hugely successful 23 years managing our financial position. We will have the opportunity to informally and formally thank and recognise Neil over the next six months, but I would like to record here how much I have enjoyed working with Neil over the years and how talented and committed a colleague he is. We are currently putting arrangements in place for the recruitment of Neil's successor and expect interviews to take place during September.

- **Clinical Director Appointments**

##### **Specialised Medicine**

Dr Ben Stone has recently been appointed as Clinical Director for Specialised Medicine, with a commencement date of 31 July 2023. In addition to welcoming Ben, I would like to thank Dr Steve Green for his contribution to Specialised Medicine during his time as Clinical Director for Specialised Medicine (including Haematology).

##### **Haematology**

Dr Nick Morley has recently been appointed as Clinical Director for Haematology, with a commencement date to be confirmed. Again, I would like to thank Dr Steve Green for his contribution to Specialised Medicine during his time as Clinical Director for Specialised Medicine (including Haematology).

##### **Renal**

Dr Arif Khwaja has recently been appointed as Clinical Director for Renal Services, with a commencement date of 1 September 2023. In addition to welcoming Arif, I would like to thank Dr Veena Reddy for her contribution to Renal Services during her time as Clinical Director.

- **Shelford Group - Chief Operating Officers' Subgroup**

With immediate effect, Michael Harper, Chief Operating Officer will be the new Chair of the Shelford Group Chief Operating Officers' subgroup.

## 7. NHS 75<sup>th</sup> Birthday Celebrations

On 5 July 2023 we celebrated 75 years of the NHS with the opening of the brand new 'secret garden' at the Northern General Hospital. Throughout the week there was also significant media coverage locally and nationally regarding the birthday involving STH staff past and present as well as patients sharing their stories and memories of the NHS. Along with many iconic sites and landmarks across the country, we also took part in the 'Light up Blue' NHS celebrations.

## 8. Communications and Awards Update

- **Future NHS Award**

The Trust has won the Future NHS Award which is one of the national NHS Parliamentary Awards. The award was for an innovative artificial intelligence diagnostic tool developed by STH colleagues and the University of Sheffield, which provides an automatic analysis of the heart's function from patient MRI scans within seconds, thereby speeding up diagnosis. The team, consisting of doctors and scientists from Sheffield Teaching Hospitals and the University of Sheffield's Insigneo Institute, was nominated by Clive Betts MP.

- **National Joint Registry (NJR) Quality Data Provider Award**

A recent notification from the NJR confirmed that STH has been awarded a NJR Quality Data Provider for 2022/ 23. The 'NJR Quality Data Provider' scheme has been devised to offer hospitals public recognition for achieving excellence in supporting the promotion of patient safety standards through their compliance with the mandatory NJR data submission quality audit process and, by awarding certificates, the scheme rewards those hospitals who have met the targets.

There have also been a number of other accolades given to STH colleagues and developments over the past few weeks:

- Professor John Snowden won the National Institute for Health and Care Research/British Society for Haematology Researcher of the Year Award for his pioneering work in MS stem cell transplantation.
- The Trust achieved the NHS Pastoral Care Quality Award, a prestigious quality award bestowed every three years in recognition of best practice in providing physical and emotional care to new nurses and midwives joining from overseas as they start their NHS career.
- The Trust is a treble finalist in this year's Nursing Times Awards, with the MS pregnancy project and the Team Around the Person both shortlisted in the HRH The Prince of Wales Award for Integrated Approaches to Care. A trial tracker to support stroke research is shortlisted in the Clinical Research Nursing category.
- Kushboo Naik was named the Hospital Caterers' Association's Rising Star of the Year for her outstanding work on patient nutrition.
- The Facilities Learning and Development Team won the Health Estate and Facilities Management Association (HEFMA) People Development Award. The Award was given in recognition of their programme of support for the training and development of staff across the whole of the Facilities directorate.
- The work of the Sheffield Covid Drive Through Testing Team was recognised with a 'highly commended' accolade in the Royal College of Pathologists' Achievement Awards.
- A collar to support patients with motor neuron disease, developed by patients and clinicians, won a global 'Made with Patients' Award. The HeadUp collar was one of 44 worldwide nominations, and scooped the Jury Special Award category.

- Dr Sunny Raju Clinical Fellow in Gastroenterology won the British Society of Gastroenterology (BSG) Trainees Leadership and Management Prize for his work developing a new endoscopy course for gastroenterology trainees and establishing a new BSG equality, diversity and inclusion representative role.
- Former MSK Nurse Director Catherine Bailey received a British Empire Medal in the inaugural King's Birthday Honours list for her services to nursing.
- The Royal College of Occupational Therapists awarded a 'Merit' to Natalie Jones. The award was given in recognition of her outstanding teaching, research and clinical leadership.
- Two young gastroenterology medical students, Olivia Green and Veena Shivakumar received awards and prizes for their research at the 2023 Dr Falk/Guts UK Awards.

Kirsten Major  
Chief Executive  
25 July 2023