

Agenda Item 1v

Report to:	Board of Directors	Date: 5 December 2019
Report from:	Chief Executive	
Principal Objective/ Strategy and Title	Chief Executive Report	
Board Assurance Framework Entries	Governance	
Regulatory Requirement	N/A	
Equality Considerations	None believed to apply	
Key Risks	N/A	
For:	Information	

1. Purpose/Background/Summary

This report provides the Trust Board with a monthly update from the Chief Executive.

2. Operational performance

2.1 Hospital Optimisation

The Hospital continues to be busy and our staff are working incredibly hard to deliver excellent care to our patients. Although we are still behind plan, activity throughput continues to improve. Theatre 6 opened as planned on 2 October, however, in the latter part of October Critical Care has not always been able to keep the additional beds to support this open and as a consequence the full benefit has not been seen. Work is underway to improve the effectiveness of rostering in this area and it is expected that when complete this work will facilitate more effective use of the staff employed, reduce cancellations due to ad-hoc bed closures and improve the feeling of being supported for all staff on the unit.

Work to improve Outpatient productivity is continuing with the support of Meridian Productivity. Daily reporting in the Booking team has been established, room utilisation has been reviewed, the first set of stakeholder training undertaken and work has begun on the booking templates. The Trust is half way through the project and is already beginning to see the benefits.

The opening of 11 beds on 4NW, Monday to Friday, occurred as planned on 2 December. This is the first step in the Cardiology transfer from CUH which is expected to conclude in April 2020 and it has been timed to support CUH with winter bed pressures which are already very evident in the system.

3. Financial performance

3.1 Finance and activity update

The Trust's year to date (YTD) position excluding the land sale is a deficit of £2.1m which is favourable to plan by £0.7m. Total clinical income is below plan YTD by £1.8m, with the Guaranteed Income Contracts (GICs) providing £1.1m of protection to the income position, therefore the underlying income position is £2.9m below plan, a continued improvement for the last four months.

This lower activity is driven by 6.4% less admitted activity than planned YTD and 7.3% lower Outpatient activity than planned.

Pay costs are adverse to planned levels and have not fluctuated in line with the reduced activity. The Trust had 114 WTE vacancies which were offset by temporary staffing costs, however, despite a series of rapid actions which have been instigated to address this issue, the Agency expenditure continued to increase in month.

Non-pay costs continue to be favourable to plan, reflecting the lower activity in consumables, non-utilisation of revenue contingency (required to offset the CIP gap) and underspends on the NPH transition programme.

4. Workforce update

4.1 Compassionate and Collective Leadership Update

The first phase of the programme has concluded with a workshop on the 18 November to analyse all of the data and feedback gathered on the five key areas of culture being reviewed:

- Vision and Values
- Goals and Performance
- Support and Compassion
- Learning and Innovation
- Teamwork

The outputs of Phase One are being presented to the Trust Board and will then be communicated widely across the Trust. The next phase will identify actions and resources required to address the themes for improvement identified.

4.2 Long Service awards

We held our Long Service Awards on Monday 25 November and it was wonderful to celebrate more than 855 years of collective service from some of our most dedicated and talented staff. There were a range of staff from across the Trust who received a badge, certificate and above all the recognition for their service of between 15 and 30 years. It was especially nice to meet some of the families who came along to be with their loved ones who were especially proud of what they had achieved.

4.3 Christmas at the hospital

We have set the date for our festive event at the House and Hospital. It's to be held on Wednesday 11 December which is also the date of "Papworth Pullover Day". At the House a "Decorate your Directorate" competition will take place. A steady supply

of mince pies will be provided and at 13.30 we will link with the Hospital in Meeting Room 4 to raise a glass of (non-alcoholic) mulled wine with the activities in the hospital.

At the hospital, everyone will gather round the Christmas tree in the atrium at 13.30 to listen to the King's Men, before adjourning to the ground floor admin area at 14.00-15.00 for more mince pies and (non-alcoholic) mulled wine. Any staff who can't make the carol service will have mince pies delivered to them. We would like to thank the Royal Papworth Charity, without whose support this event would not have been possible.

We can also confirm that the restaurant will be open on Christmas Day and we will be providing a free hot meal to all staff working on Christmas Day. Provision will be made for staff to take their meal back to their workplace if work prevents them from eating it in the restaurant.

5 Topol update

The Topol report (2019) identifies the gap in current qualification, skills and knowledge of the Digital Workforce. I am pleased to report that, as part of an initiative to support filling this void, the new CIO Topol 5 Leadership Programme at Royal Papworth aims to utilise part of our education budget to award five candidates from across the Trust with professional awards and training in digital.

6 News and updates

6.1 National Lottery at 25

During the past quarter of a century, the National Lottery Heritage Fund has been the largest dedicated grant funder of the UK's heritage, awarding £8 billion to more than 44,000 projects across the UK. This money has made a real difference to people and places in local communities, including the great outdoors; nature and wildlife; treasured and historic places; and science and education.

Thanks to the Heritage Fund, Royal Papworth Hospital has benefited from two projects in recent years. In 2012 we were awarded funding for an oral history project and, more recently, our centenary project celebrated the hospital's 100th anniversary in 2018.

Recommendation:

The Board of Directors is requested to note the content of this report.