

Progress Report Corporate Objectives 2021-22

Objective 1: Deliver clinical excellence: To deliver excellent care, experience and outcomes for our patients we will:	2021/22 Q2 Progress Update	Board Assurance
Implement our Quality Strategy (2019-22) and respond to our CQC feedback	<p>Ambition1: Developing a safe system of care thereby reducing avoidable harm. Serious incident executive review panel is now embedded which incidents are discussed to identify level of harm investigation required and to ensure duty of candour responsibility is discharged to patients and service users. Learning from incidents and ensuring just culture approach throughout our investigation process.</p> <p>Ambition 2: Effective and Responsive Care – Achieve excellent patient outcomes and enable a culture of continuous improvement. We continue to respond to COVID pandemic and provide specialist care to patients requiring ECMO as a treatment. We are responsive to different ways of working to ensure our patients are treated according to priority and effectively – continued use of the clinical decision cell and virtual outpatient clinics. Elements of embedding quality improvement capability have been on hold due to pandemic and recovery.</p> <p>Ambition 3: Patient experience and engagement - We will further build on our reputation for putting patient care at the heart of everything we do. We continue to seek ways of improving response rates to Friends and Family test using technology where possible. We have introduced a mechanism of obtaining feedback from our patients that attend virtual clinics. We have been responsive to need for virtual forums and have encouraged virtual support groups. Due to the challenges of COVID it has been difficult to have patient input to 15 steps.</p>	<p>Quality Strategy 2019-2022 (file link not on the public website)</p> <p>Progress report provided to the Board June 2021 (Public)</p> <p>KPIs reported in PIPR (public)</p> <p>CQC Inspection Report 2019</p> <p>Q and R Committee agenda and minutes</p> <p>SI reports Q and R</p> <p>National inpatient survey</p>
Deliver, with our ICS and wider system partners, an effective restoration and reset plan balancing the needs of our staff and patients	<p>The system developed a unified measured restoration plan for the first half of 2020/2021 and exceed the plan for planned care. It remains challenged in terms of diagnostic and cancer recovery and efforts to reduce patients waiting over 104 weeks. RPH has achieved a good recovery of its' diagnostic services and supported the system CT capacity through mutual aid. Plans are in place to offer further support with access to bronchoscopy facilities.</p> <p>The system is now finalising planning for the second half of year, following the publication of Operational Guidance at the end of September.</p>	System weekly IPR reports
Use our Digital programme as a key enabler to support our staff, improve care to our patients and protect our services from the threat of Cyber-attack.	<ul style="list-style-type: none"> Consolidation of our partner agreement with Dedalus Software Ltd (EPR Partner) to deliver a new proposal to deliver an affordable and sustainable EPR for the next seven years. Moving our EPR into the cloud to improve performance for our users whilst reducing the environmental impact. 	Digital Strategy 2021-2025 v5.0.pptx (sharepoint.com)
Objective 2: Grow pathways with partners In order to develop services with partners and patients we will:	2021/22 Q2 Progress Update	Board Assurance
Continue to work in partnership with our Integrated Care System partners (ICS) to support the delivery of our collective system plan	<p>Quality system KPI's in development</p> <p>Using the STP Cardiology Steering Group, RPH as led on the development of a Cardiovascular Disease (CVD) Strategy on behalf of the system. CVD is a key priority in the ICS Long Term Plan and the strategy has received clinical, operational and financial endorsement in advance of final approval by System leaders and the STP Board.</p> <p>Although the Digital integration project with CUH has paused due to resource constraints at CUH, work to progress a shared care record for residents within Cambridge and Peterborough is progressing under RPH leadership.</p>	<p>CVD Strategy (pending final approval)</p> <p>Digital Strategy Board minutes</p>

	There are also programs of work underway jointly with CUH to Thoracic surgical support from RPH to the CUH Trauma Centre and to open the second Bronchoscopy room for CUH patients to be treated.	
Objective 3: Offer positive staff experience To provide an open and inclusive working environment where we understand, encourage and celebrate diversity, making the NHS a place where all feel they belong and are respected, we will:	2021/22 Q2 Progress Update	Board Assurance
Continue to make the wellbeing of our staff a priority and invest in and implement our 'Compassionate and collective' leadership programme to ensure that we build a positive culture that creates the best possible staff experience and ensures the delivery of high quality and safe care.	Values & Behaviours Framework approved and launched in July 2021 Successful recruitment to support the development and delivery of V&B workshops for all staff and line managers development programme H&WB Facilitators appointed covering all areas of the hospital and House Thank you event for staff in July Long service Award Ceremonies	DWOD reports to Board on a monthly basis.
Integrate equality, diversity and inclusion into everything we do, so it becomes embedded as a natural part of everyday practice.	On-line Inclusion Event on 12 th July "Let's Talk Our New Trust Values" with a number of national speakers and Trust Network representatives to reflect and discuss on inclusion, equality and diversity underpin the new values and behaviours. Launch of the Reciprocal Mentoring Programme and advertising for partners. CCA Sisters Professional Away Days focusing on Ally ship, racism, micro aggression, incivility. CCA Band 6 weekly training on macroaggression and incivility taking place with good participation and feedback. Establishment and launch of the Women's Network Participation in the launch of Anti-Racism Strategy in the EoE Region 1 st July Overseas Staff Settling Allowance implemented and communicated. WRES and WDES Reporting and Data submission at the end of August. Contributing to the use of EIA's (Equality Impact Assessment) in every CIP SIP projects within the organisation. Working with Service and Cost Improvement Manager and Senior Finance Manager to create an A4 version for smaller projects. Equality and Diversity skill Booster eLearning Courses Review Developing a Staff Network Development Programme, for the Network Chairs and Co-chairs which commenced on 5 th July 2021. Trans Training commissioned and commenced August 2021. National Network engagement for all Network Chairs across the country, sharing best practice. Linking staff members with protected characteristic, with Regional and National networks for sponsorship opportunities	WRES Action Plan 2021-22 approved by the Board September 2021 WDES Action Plan 2021-22 approved by the Board September 2021 Gender Pay Gap Report 2019-20 approved by the Board March 2021
Objective 4: Share and educate To grow and develop not only our own staff but also share our expertise with others, we will:	2021/22 Q2 Progress Update	Board Assurance
Establish a Royal Papworth School, which will offer multidisciplinary education provision to our own staff and other healthcare professionals.	Outline of governance structure for Royal Papworth School in draft Ambitions defined however business model needs working up to achieve aims.	
Objective 5: Research and innovate To develop the Trust as a centre for research and development, we will:	2021/22 Q2 Progress Update	Board Assurance

Ensure that the new Heart and Lung Research Institute (HLRI) development progresses to plan.	HLRI build programme itself remains on time, on budget and in-line with handover dates previously published.	SPC Chair's report to Board 04.11.21																		
Develop plans to make the most of the opportunities the HLRI will offer to enhance our reputation and develop the treatments of tomorrow.	<p>CRF national funding bid has submitted September 2021 and HLRI and CRF Director appointments made.</p> <p>Construction of the HLRI remains in accordance with programme with a target for Practical (including all external works) by mid December 2021 followed by fit-out and equipping ready for occupation by the start of April 2022.</p>	HLRI Commissioning report to SPC 28.10.2021																		
Launch a new Research Innovation fund, supported by the RPH Charity	Research innovation fund approved May 2021.	Trustee Board papers 06 May 2021																		
Objective 6: Achieve sustainability To establish a sustainable operational and financial position, we will:	2021/22 Q2 Progress Update	Board Assurance																		
Deliver our financial plan, continuing the Trust's return to financial sustainability	Financial reporting in place and demonstrates Trust on plan for H1. CIP ahead of plan 2020/21 H2 planning in place.	PIPIR and Finance Report reviewed monthly. H2 planning reported to Board (Part II)																		
Develop and implement our environmental sustainability plan	<p>Sustainability Strategy approved Sept 2021.</p> <p>The implementation of our Sustainability Strategy will take place via a sequence of Green Plans. The first such plan will be established for the 3-year period 2022 to 2025</p> <p>Key areas of focus and strategic targets agreed to support these:</p> <table style="width: 100%; border: none;"> <tr> <td style="width: 30%;">Maximising our assets</td> <td>To maximise the efficient and effective use of our existing assets</td> </tr> <tr> <td>Minimising use of resources</td> <td>To minimise our use of natural resources and our production of waste</td> </tr> <tr> <td>Achieving net zero carbon emissions</td> <td>To achieve net zero emissions for our Carbon Footprint Plus</td> </tr> <tr> <td>Caring sustainably</td> <td>To provide clinical services that achieve the best net use of resources</td> </tr> <tr> <td>Building responsibly</td> <td>To undertake new build or refurbishment projects only when necessary and only in accordance with sustainable construction practices</td> </tr> <tr> <td>Minimising journeys</td> <td>To minimise the travel and transportation logistics associated with all of our activities</td> </tr> <tr> <td>Developing green spaces</td> <td>To integrate and enhance biodiverse green spaces within our working environments</td> </tr> <tr> <td>Helping our community</td> <td>To support our staff and the communities in which we operate to have fair and equitable opportunities to contribute to sustainable development</td> </tr> <tr> <td>Adapting to climate change</td> <td>To ensure we have identified and implemented approaches that will allow us to adapt to the future impacts of climate change</td> </tr> </table> <p>Managing our Digital impact: Migration of EPR from older datacentre to cloud will see a reduction in carbon associated with EPR, CO2 tonnage figure to be quantified by supplier later this year</p>	Maximising our assets	To maximise the efficient and effective use of our existing assets	Minimising use of resources	To minimise our use of natural resources and our production of waste	Achieving net zero carbon emissions	To achieve net zero emissions for our Carbon Footprint Plus	Caring sustainably	To provide clinical services that achieve the best net use of resources	Building responsibly	To undertake new build or refurbishment projects only when necessary and only in accordance with sustainable construction practices	Minimising journeys	To minimise the travel and transportation logistics associated with all of our activities	Developing green spaces	To integrate and enhance biodiverse green spaces within our working environments	Helping our community	To support our staff and the communities in which we operate to have fair and equitable opportunities to contribute to sustainable development	Adapting to climate change	To ensure we have identified and implemented approaches that will allow us to adapt to the future impacts of climate change	<p>Sustainability Strategy approved Sept 2021 Strategic Targets agreed for key areas of focus</p> <p>Royal Papworth Hospital Sustainability Strategy 2021 -2026</p> <p>Estates Strategy approved June 2021 which provides the mechanisms by which to test and control the sustainability to the Trust of any future development.</p> <p>RPH Estates Strategy 2021-2025</p>
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