

Agenda Item 1v

Report to:	Board of Directors	Date: 2 September 2021
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. **Introduction**

I would like to express my thanks and appreciation to all of our staff, in all roles, for continuing to place our patients and the care and experience we deliver at the centre of all we do at Royal Papworth Hospital. As well as restoring our services, they are managing a sustained increase in urgent and emergency activity and I am very grateful to them for their continued dedication.

3. **People Update**

3.1 **Acting Medical Director**

I would like to begin today with an update on the executive team here at Royal Papworth Hospital. Dr Roger Hall is currently unwell, so we have appointed Dr Ian Smith as our Acting Medical Director. Dr Smith will be supported by deputy medical director Dr Stephen Webb throughout this period.

3.2 **New Chief Nurse**

We recently welcomed Maura Screatton as our new Chief Nurse, who began her role at the start of August. She joins us from Cambridge University Hospitals NHS Foundation Trust, where she was Deputy Chief Nurse.

3.3 **Governor update**

I am deeply saddened to have to pass on the news that one of our Governors, and a long-term patient of ours, Janet Atkins, died here at Royal Papworth Hospital on Friday 13 August.

Janet had been cared for by our cystic fibrosis, transplant and lung cancer teams over many years and was well known by many staff and patients. She gave back to

the Trust through many forums, maintaining a long and supportive relationship both as a volunteer and a Governor.

Janet had been a member of our Patient Experience Panel since 2003. She was elected as a member of our Council of Governors and was re-elected as Governor on several occasions, most recently in 2020. As a volunteer she organised presents every Christmas for all our inpatients, she sat as the patients' voice on planning committees for the hospital move, and could be seen in her yellow jacket during the move distributing uniforms and being a runner for our Command & Control Centre. She was actively involved in various committees at the Trust, latterly having joined our Ethics Committee as a lay representative to help us in our response to the COVID-19 pandemic. She was a strong voice representing the interests of our patients, our staff, and our community.

During her final days, our respiratory team showed extraordinary levels of care to arrange a wedding for Janet, with flowers, cake and a very moving service.

We are deeply saddened by her death and immensely grateful for all the energy and time she committed to our hospital.

4. Awards

4.1 HSJ Awards

We are into the awards season and I'm immensely proud to say that Royal Papworth Hospital has been shortlisted for a number of prestigious awards. We are a finalist – alongside eight other Trusts - in the 'Acute or Specialist Trust of the Year' category for the Health Service Journal Awards. This is testament to all our staff for their extraordinary commitment and outstanding care, as well as their support for each other and our regional colleagues.

4.2 Nursing Times Awards

Our thoracic and ambulatory nursing team has also been nominated, twice, in the Nursing Times Awards. They are shortlisted for:

- 'Team of the Year' - for the acute respiratory care unit (ARCU) that they established within 24 hours on New Year's Eve during the second wave of the coronavirus pandemic.
- 'Promoting Patient Self-Management' - for the creation of, alongside our communications team, video guides to help train staff and support patients with administering medication.

4.3 British Medical Journal Awards

The ARCU team has also been nominated in the respiratory category for the British Medical Journal Awards.

4.4 HSJ Patient Safety Awards

Our digital and pharmacy teams have been nominated for Improving Safety in Medicines Management in the HSJ Patient Safety Awards.

The ceremonies for all of these awards I have just mentioned take place either later this month or in October and November, which is when we will find out if we have won.

4.5 RIBA East

Finally, our hospital building has won a Royal Institute of British Architects East Award 2021 for design excellence and will now be put forward for the national awards. Some of the features of the hospital that came in for praise were the

individual patient bedrooms; the brightly light, accessible corridors; and the layout within critical care.

5. System update

5.1 Integrated Care System (ICS)

Cambridgeshire and Peterborough achieved ICS status in March 2021 and the national ICS legislation received Royal assent in July 2021. The shadow ICS arrangements currently in place will move to a statutory footing on 1 April 2022.

The ICS Chair role was advertised in late July with a closing date of 2 September 2021, that's today at midday. The accountable officer (AO) role is expected to be advertised shortly. Discussions are ongoing relating to the governance arrangements for the ICS and Royal Papworth Hospital continues to contribute to shape this work. The establishment of Integrated Care Systems will require all NHS organisations to change the way they function, in order to improve the health of the population they serve.

6. Operational update

6.1 Current site position

The strong recovery that has been reported in the first three quarters of 2021 has been impacted by a number of compounding factors during July. These include an increase in COVID-19 patients requiring ECMO intervention, high levels of emergency and transplant activity, and, in common with other organisations across the region, high levels of staff absence due to annual leave, sickness and self-isolation. In recognition of the need for staff to take much-needed rest and to recuperate before winter, a scheduled reduction in theatre and cath lab utilisation over the six-week school holiday period went as planned from mid-July. However, acuity in critical care increased the average length of patient stay and hampered patient flow resulting in further reductions in activity. On the advice of our Clinical Decision Cell, capacity for emergency, ECMO, cancer and transplant activity was prioritised and the number of admitted elective cases treated in the month of July reduced as a consequence. Our clinical teams continue to work hard to make best use of the available capacity to treat as many patients as possible.

6.2 Transplants

Transplantation has been exceptionally busy with 122 donor offers reviewed in July resulting in four bilateral lung transplants, one single lung transplant, and a heart transplant being successfully undertaken. We are due to host a visit by Professor Stephen Powis, Medical Director of NHS England and NHS Improvement, who is the Chair of the newly-formed Organ Utilisation Group, on 17 September, to discuss the competing pressures of theatre capacity and transplant activity.

6.3 Winter plans

Winter planning has commenced at a Trust and system level, with funding for the second half of 2021/22 and all of 2022/2023 still in the process of being clarified with national bodies. This has constrained plans to open additional capacity for winter. Planning guidance for the second half of 2021/22 is promised this month.

Our winter planning also includes national preparation for the flu vaccination and COVID-19 booster jab programme.

7. Workforce and employee engagement

7.1 Reciprocal Mentoring Programme

Last month we launched a reciprocal mentoring programme at Royal Papworth Hospital, becoming the first Trust in the East of England to do so. Reciprocal mentoring is a systemic change programme which aims to address inequity within organisations and systems. The programme brings together pairs of employees and encourages them to learn from one another and explore how they can create positive change and a more inclusive workplace.

The approach has been developed by NHS England and NHS Improvement (NHSE/I) and is built upon a proven theoretical and practical framework that will help us deliver genuine and sustainable change in our two areas of focus – race and disability.

We are creating 20 pairs of people, where one person either has a lived experience of race or disability and the other is a band 8a or above, including clinical leads and clinical directors. The programme will run for 18 months.

7.2 NHS Staff Survey

The NHS Staff Survey will commence later this month, which will be open until late November.

8. Financial update

8.1 Finance update – 2021/22

The Trust is operating under the national financial framework set out by NHS England for the first half of the 2021/22 financial year. This provides the Trust with revenue in the form of monthly block payments, a top-up payment, COVID-19 funding and system growth funding. The Trust's financial and operational plan sits within the context of the wider plans of the Cambridgeshire and Peterborough Integrated Care System and the Trust has performed favourably against these plans to date, delivering a £6.0m surplus compared to a planned surplus of £2.2m.

The financial framework for the second half of 2021/22 is in the process of being clarified with national bodies. Where we can, we continue to progress planning beyond this period and we are working with the wider ICS to understand the impact on the long-term financial position.

9 Stakeholder engagement

9.1 Annual Members Meeting

We are holding our Annual Members Meeting on Wednesday 15 September 2021. Like last year, this will be a virtual event. There will be presentations from our chief nurse, chief finance officer and chief executive, as well as feature presentations detailing some of our clinical work over the past 12 months.

10. News and media

10.1 Kaftrio

August marked one year since the cystic fibrosis drug, Kaftrio, was made widely available on the NHS. Some of our patients did have access to Kaftrio prior to this on compassionate grounds. The BBC featured a story on one of our patients whose health has improved so dramatically that she's just become a mum after years of trying to start a family. This story ran on BBC News, BBC World, BBC Look East and BBC Radio Cambridgeshire, as well as the Mirror, the Sun and the Daily Mail.

10.2 South Asian Heritage Month

ITV Anglia visited our hospital recently as part of South Asian Heritage Month. They spoke to two nurses, Nisha and Liz, who came to the UK from India in the mid-2000s. Between them they have been at Royal Papworth Hospital for more than 30 years. We are very proud of our diverse workforce here, employing people from more than 60 nationalities with 25% of our staff being from a BAME background. I am extremely grateful to Liz and Nisha for sharing their stories.

10.3 Urgent and emergency pathways

ITV also came and reported on the current situation in our hospital, with a focus on sustained record demand on our urgent and emergency cardiology pathways as well as the current challenges posed by COVID-19.

They interviewed members of our cardiology team, visited a catheter lab and went onto our cardiology ward, with our spokespeople reminding the public that while we are busy and are experiencing sustained urgent and emergency demand – roughly 20% above pre-COVID levels – anyone experiencing signs of heart or lung disease should get their symptoms checked out.