

Agenda Item 1.v

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| Report to: | Board of Directors | Date: 5 May 2022 |
| 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

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

2 Introduction

The Trust, like the wider system, has continued to face ongoing operational pressures over the last month. Urgent and emergency care demands have been sustained and community COVID-19 rates have continued to impact staff absence and our elective recovery capabilities; a significant number of patients have been testing positive for COVID-19 on admission, which changes the Trust's necessary procedures for their care and can affect the ability to perform their operation or procedure on that planned day.

With this backdrop it is important to recognise the efforts of, and thank, our staff. Colleagues have continued to be flexible under pressured circumstances to ensure that patients receive the best possible care and that we are maximising our elective capacity. We are also working hard with system partners to ensure that, collectively, we are identifying and delivering efficiencies that will help us to improve our ability to deliver care.

Last month also saw colleagues begin to move into the Heart and Lung Research Institute, which is co-located next to Royal Papworth Hospital. There is more detail later in the report but it has been fantastic to see such hard work, from so many different people, teams and organisations, come to fruition in the shape of this magnificent building. The research that will be undertaken there has the potential to impact people across the world, and it is a hugely exciting venture for the Trust to be a part of.

3 Operational

3.1 The operational position

The challenges outlined in the introduction saw system-wide bed closures at points in April due to the impact of COVID-19, along with significant ambulance handover delays at hospitals. At Royal Papworth we saw another surge in demand for our emergency pathways, but the single-room design of our hospital mitigated any need for bed closures in relation to management of COVID-19 cases. That said, elective care was impacted as a result of capacity constraints, with planned care levels at the Trust at 80% when compared to 2019/20, and at 68% collectively as a system.

Despite the workforce constraints outpatient performance has remained strong, with first outpatient activity numbers exceeding 110% of the 2019/20 benchmark both locally and for the system. We continue to offer mutual aid support to system partners with cardiac CT and implantation of cardiology devices.

At the time of writing the Trust is eight weeks into its Meridian productivity project in theatres and cath labs. The project has been extended to 16 weeks and the three main strands of work are: aligning staffing rosters in the theatre team; agreeing standardised procedure times to support more effective booking of capacity; and implementing variance / issue capture and review processes. It is hoped that the early benefits of this work will be evident in May's activity and performance.

3.2 Heart and Lung Research Institute

As referenced above, it was brilliant to see colleagues begin to move into the Heart and Lung Research Institute (HLRI) on 23 April; this initial phase saw education, research and development, charity and organisational development teams begin to move into office space, and the process was delivered very effectively and on time thanks to the commitment of everyone involved; on behalf of the Trust is important to particularly thank the leadership within our migrating teams and Wendy Walker, our Associate Director of Strategy, who lead the mobilisation, planning, and execution on the day.

The HLRI will draw together the highest concentration in Europe of heart and lung researchers from academia, healthcare and industry; this joint venture marks an incredible opportunity to bring together world-renowned clinical excellence at Royal Papworth Hospital and expertise in cardiovascular and respiratory science at the University of Cambridge.

The discoveries that will take place within this Institute will deliver significant improvements to public health, the ability to diagnose and treat disease, and to the development of new medicines to help tackle some of the biggest causes of premature death. It has set an ambitious five year target to demonstrate proof-of-concept for at least 10 new drugs or diagnostic approaches in heart and lung diseases - these will have the potential to benefit patients not just at Royal Papworth Hospital, but worldwide.

4 Clinical

In line with the national restrictions and guidance easing in relation to the ongoing management on COVID-19, healthcare settings are starting to move to a 'living with COVID' position. While the Trust supports this, it remains important to balance the need to protect

our patients and colleagues, and in recent weeks the Trust has made changes to its patient testing arrangements in line with national guidance and access to testing. Patient visiting arrangements will also be reviewed in line with national guidance and COVID-19 community rates; the Trust recognises how important visiting is to patients and has, throughout the pandemic, supported limited visiting arrangements. Any further changes will be designed to ensure the Trust continues to treat and care for as many patients as possible, in a safe and compassionate way.

The hospital's temporary 'Orangery' construction is due to be removed in May as planned; when not being repurposed for the Trust's vaccination hub, this area has been used to provide additional socially distanced seating for staff to take breaks. As such the Trust will be increasing seating in the restaurant, atrium and outdoors to ensure colleagues still have adequate access to rest areas while maintaining infection prevention and control best practice standards.

5 Finance

While 2021/22 has been another financially successful year for the Trust, with a £3.2m surplus, the financial outlook for the NHS, ICS and the Trust in 2022/23 continues to be challenging. Inflation is currently running at more than 6% and COVID-19 prevalence continues to be above the 'low' scenario envisaged last summer.

These factors, combined with a workforce that naturally continues to need support to recover from a period of significant professional challenge, create considerable headwinds to achieving the productivity and cost management gains that are needed to make material progress on our waiting lists and deliver a breakeven financial position.

In order to play its part in addressing these issues, the Trust continues to push both internally and with partners to find new, innovative, cost-reduction opportunities, and make quicker productivity gains.

6 Workforce

The Trust is delighted to share that three esteemed colleagues have been shortlisted in the national BAME Health and Care Awards 2022. Judith Machiwenyika, Christy Varghese, and Onika Patrick-Redhead have been shortlisted in the Clinical Champion, Digital Champion, and Inspiring Diversity and Inclusion Lead categories respectively.

The awards recognise the work and commitment of BAME professionals and the differences they are making to their organisations, and it is fantastic to see three Royal Papworth colleagues recognised for their incredible work, leadership and contribution to this vitally important agenda. The Trust is very proud of their nominations and on behalf of the organisation I would like to share my sincere congratulations.

7 System

7.1 Community diagnostic centre proposal

Royal Papworth continues to provide leadership in the development of a system-wide analysis and strategy for diagnostics, in collaboration with Philips.

The initial capacity analysis undertaken with Philips has led to the development of a business case proposal for a community diagnostic centre, which would be comprised of a hub facility in Ely and a smaller spoke in Wisbech. It is hoped the business case will be submitted for further consideration at the end of May.

7.2 Cardiovascular disease prevention

Developed by the Cardiology Steering Group under the leadership of Cardiologist Dr Paddy Calvert, the Trust's cardiovascular disease (CVD) strategy is likely to be adopted by the system as a flagship development. The system is looking to prioritise CVD prevention and heart failure in the first instance, and these community based work streams are now being developed at pace.

8 News

8.1 Organ donation activity

Organ donation activity at the Trust in 2021/22 was at its highest level since 2018. Across the 12-month period nine patients consented to donation taking place, with eight of these going on to be eligible donors; between them, 16 kidneys were donated (12 transplanted), seven livers (five transplanted), four eye donations, three heart valves and two bone donations.

The Trust's thanks go to these patients for their courage, the consent of their families, and the work of our critical care, theatre and organ donation teams. Because of these eight donors, more people have been given a second chance at life, and a fresh, hopefully healthy future.

8.2 Idiopathic pulmonary fibrosis trial

Royal Papworth Hospital has joined a clinical trial investigating the link between the progressive lung disease idiopathic pulmonary fibrosis (IPF), and acid reflux.

Idiopathic pulmonary fibrosis is an incurable condition which irreversibly scars the lungs, causing extreme coughing, breathlessness, and reduced life expectancy. Patients recruited to the TIPAL study (Treating People with Idiopathic Pulmonary Fibrosis with the addition of Lansoprazole) will take the drug lansoprazole, which is used to reduce reflux symptoms - or a placebo - to see if it helps to slow down IPF disease progression.

Being led by Norwich Clinical Trials Unit with the Norfolk and Norwich University Hospitals NHS Foundation Trust, Royal Papworth has become one of more than 20 sites across the UK contributing to the research study.