

Agenda Item 1.vii

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| Report to: | Board of Directors | Date: 9 January 2025 |
| Report from: | Eilish Midlane, 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 and reflections on 2024

I am delighted to welcome back Tim Glenn from his 12-month secondment at East Kent Hospitals. Tim returns having achieved a great deal on his secondment but brings back with him experiences and insights from which Royal Papworth will also benefit.

Tim will be returning initially to a portfolio which spans strategy, commercial and innovation while reprising the role of deputy CEO. Sophie Harrison will continue as interim chief finance officer for a further six months while we trial this new role. My thanks to both Tim and Sophie for their support as we attempt to supercharge our commercial and innovation ambitions.

As we begin a new calendar year, I have been reflecting on the progress that the trust has made thanks to the hard work and commitment of our staff. I am also grateful to the Board for both its leadership and the support and challenge provided by non-executive and governor colleagues.

Royal Papworth is an extraordinary hospital, its outcomes made possible only through collective effort, dedication and, most importantly, by our culture of working together in our teams to deliver excellent, specialist, personalised care to our patients and outstanding support to each other. All of this was clear to see at our Staff Awards in December, which was a fantastic celebration.

Once again, our teams pushed the boundaries of research and innovation with national and international firsts, while delivering high-quality care and patient satisfaction. Our people have also repeatedly showed their commitment to improving the standards of care we provide with unrelenting efforts to tackle surgical site infections. Although our current rate remains above the national benchmark, we are making progress. A similar commitment to our understanding of, and mitigations against, Mycobacterium abscessus has given us more confidence going into 2025.

There was also important work on supporting our teams. We launched our new vision for inclusive leadership; we refreshed important policies including anti-abuse, violence, discrimination and aggression; and have begun training on respectful relationships and sexual safety with most sessions sold out or nearly sold out.

It was also a year where we have made significant progress on recruitment and retention. Our trust-wide vacancy rate is now hovering at around 8%, down from more than 14% two years ago. Our nursing vacancy rate also reached a three-year low in November 2024, at 3.4%. We have been pleased to welcome so many talented and able colleagues who bring with them high standards and a clear alignment to our values.

There have of course been difficult challenges, some new and some familiar, particularly over the festive period such as the need to focus on discharge planning and patient flow. This will be important through the next few weeks and beyond with a very busy health and social care system alongside the need to improve productivity so that we can meet the needs of all of our patients waiting for our care.

3 Compassion: our people

3.1 NHS Staff Survey

Just before Christmas, we received the preliminary report from our 2024 NHS Staff Survey. It was pleasing to see that our recommender score as a place to work slightly improved, as has our recommender score as a place to be treated. Overall, we have improved significantly in seven questions and have a significant deterioration in one.

3.2 Staff Awards

As I mentioned above, our annual staff awards were held on Thursday 14 December at Homerton College in Cambridge. Although there were 45 people or teams

shortlisted, down from more than 730 nominations, their achievements and accolades represented all the incredible work that happens in our hospital every day.

The room was filled with applause and conversation as people celebrated each other. It was also a wonderful opportunity to catch up with people outside of the work environment and for teams to come together.

3.3 Latest recruitment event

We held our final recruitment event of 2024 on Saturday 7 December. Despite the travel challenges created by Storm Darragh, we were very busy with 31 interviews held and 19 offers made (six registered nurses and 13 healthcare support workers).

I am extremely grateful for everyone's continuous support in making our recruitment events a success, particularly on this occasion when there was the added challenge of bad weather.

3.4 Healthcare support workers

We spent time in November recognising and celebrating the work of our healthcare support workers (HCSW). HCSWs shared their experiences of working here and showcased the important contributions they make towards patient care, for which I am very grateful.

3.5 Staff thank you

The festive period has been particularly challenging this year across the NHS. Although we have not experienced the ambulance-to-hospital offload delays and queuing in A&E departments as seen in many other trusts, we have experienced high levels of staff sickness.

A big thank you to all that have been working during this time, particularly to those that were flexible as we redeployed staff to ensure safety and quality was maintained. I have been incredibly impressed by people's professionalism and collaboration.

4 Excellence: quality

4.1 Surgical site infections (wound infections)

Our coronary artery bypass graft wound infection rate in quarter 2 (July to September 2024) for inpatients and readmissions was 4.2%. This is a reduction from the previous quarter (5.4%).

Although this is an improvement, it continues to be above the benchmark of 2.6% set by the UK Health Security Agency. The hard work on improving infection control standards and behaviours continues.

4.2 Financial position

There are well-described financial challenges across the NHS. Stark but consistent messages were shared by the NHS England leadership team as they briefed CEOs and CFOs at a regional roadshow on 20 December.

The briefing focused on setting out some clear principles for the final quarter of this year and, in the absence of planning guidance before Christmas, on planning principles for the year ahead 2025/26.

It was clear that increased activity levels need to be managed through clinical productivity gains in the region of 4-5%, and a reduction of cost base in real terms by 1%, as there is no possibility of additional funding flowing to the NHS.

At the same time, organisations must work to: improve waiting times for elective care with plans to attain the 18-week standard by 2027; hold or improve urgent and emergency care standards; and protect spend on mental health. We will continue to work to meet these expectations and to support system partners where possible.

5 Collaboration: productivity

5.1 Shared Care Record

On 11 December, Orion successfully processed approx. 300,000 patient records, enabling Royal Papworth Hospital live data to flow into the Shared Care Record. We believe that we have since validated more than 600,000 outpatient and inpatient appointments. As a result, partners across the Cambridgeshire & Peterborough Integrated Care System can now see patient appointments (past and those booked).

In the near future, we anticipate that allergies, alerts and medication feeds, including different document types such as clinic letters, discharge summaries and echo reports, will be available. These will, of course, be on a strict need-to-know basis.

While not new to some, the Shared Care Record in C&P provides a significant step change in our technology capability with system-wide integrated care, supporting clinical decision making.

5.2 Pharmacy visit

As part of World Antibiotic Awareness Week in November, our region was selected to host a visit from David Webb, National Chief Pharmaceutical Officer, and Kieran Hand, National Antimicrobial Prescribing Lead.

This was a system-wide event which was hosted here at Royal Papworth Hospital NHS Foundation Trust. The event consisted of presentations from different organisations on quality improvement initiatives related to antimicrobial stewardship, all of which generated discussion and sharing of best practice.

6 Reasons to be proud

6.1 Lung transplant service in the national news

Just before Christmas, news of our newly-established ex-vivo lung perfusion (EVLP) programme was shared publicly in an exclusive feature with the Guardian. There was further coverage on BBC Radio 5 Live, BBC Breakfast television, BBC World News, BBC News online, BBC Look East, ITV Anglia and The Sun newspaper.

The story was also shared internationally via social media, being viewed around 600,000 times on Royal Papworth Hospital channels alone.

7 Looking forward to 2025

As we begin the new year, there is plenty to be optimistic about despite the wider NHS challenges.

We will continue to accelerate the transformation of our culture so that everyone feels that they are valued, seen, listened to and included. With Tim's return we will look to advance our commercial and innovation ambitions to capitalise on the opportunities available to us with our position on the Cambridge Biomedical Campus, ultimately all for patient benefit.

In addition, we will be focusing on the next stages of our Nexus (new EPR) programme and developing our new five-year strategy (2026-2031). These bring exciting chances to further improve the quality of care we provide, improve the experience of our people, and allow us to take greater control of our future, ensuring that the organisation continues to flourish and remains financially sustainable.

We will also be doubling down on our efforts to accelerate clinical collaborations with Cambridge University Hospitals NHS Foundation Trust and start a similar collaborative programme with North West Anglia NHS Foundation Trust.

Once again, I would like to thank each and every one of our staff for their commitment to our patients and to supporting each other throughout 2024, and for all the hard work to come in 2025.