

Agenda Item 1.v

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| Report to: | Board of Directors | Date: 7 October 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

As ever, the NHS has continued to take much of the public spotlight over the last month as we see an increase in pressures across the system. At Royal Papworth our staff have continued to work incredibly hard and focus on caring for our COVID patients, work through our elective programme to make sure our patients are seen, treated and cared for as swiftly as we can, and maintain all of our urgent and emergency care work. Our colleagues' efforts never go unappreciated, but once again I want to say a formal thank you to them here for everything they continue to do for our Trust and for our patients.

Our Trust Chair, John, and I were pleased to host Professor Stephen Powis, National Medical Director of NHS England and Professor of Renal Medicine at University College London, at the Trust last month on behalf of the national Organ Utilisation Group (OUG). Colleagues will be aware that I am a member of the OUG. Established by the Department of Health and Social Care (DHSC) to review the current organ transplantation system, the OUG aims to deliver recommendations on how to maximise the potential for organ transplantation and it was, I hope, a worthwhile visit for Professor Powis to meet our team, experience our hospital first-hand and spend some time with our patients.

We also welcomed a small visit from the national new hospitals project team, to offer some of our own learning on navigating the complex development project that goes with a new hospital. We hope our shared experiences can help to influence practice for others, whether locally or nationally, who are taking on this particular challenge.

Last month also saw us host our annual members' meeting, which was an opportunity for our Foundation Trust members to hear from our executive team and our clinicians about the hospital's performance over the past year. It has been another exceptional 12 months at Royal Papworth as we have continued to respond to the COVID pandemic whilst managing a sustained increase in urgent and emergency activity, recovering elective services and rolling out a mass vaccination programme. We had a good attendance and I hope everyone that joined us found it an informative few hours.

3 Operational update

Operationally, August has been a very challenging month. Planned reductions in activity to allow staff to take leave and recharge were accompanied by higher than expected staff absence due to sickness, and staff needing to self-isolate due to Track and Trace contact or being a household contact of someone with COVID. Elective activity and cancellation rates were impacted in places but safe staffing levels, as referred to later in this paper, were maintained throughout, as were our cancer and emergency pathways.

These pressures were consistent with those experienced across the system and we witnessed a shift in referral patterns towards the Trust for diagnostic tests and cardiac surgery, which is in response to longer waits in accessing these through traditional referral routes elsewhere.

The Trust is actively contributing to a system-wide planning group to finalise plans and contingencies for winter. In addition to developing actions to support our own organisational resilience during what is expected to be an unpredictable and challenging period, our operational teams are working to identify pathway improvements and initiatives that also support system partners.

4 Financial update

Royal Papworth 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 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 (ICS) and the Trust has performed favourably against these plans to date, delivering a £4.3m surplus compared to a planned surplus of £2.4m.

The Trust welcomes the recent publication of the operational and financial framework for the second half of 2021/22. It is broadly consistent with our internal planning assumptions for the year, and over the next few weeks we will be working through the detail to formally submit our plan for the second half of the year.

The Trust has also welcomed the announcement of the NHS financial settlement up until 31 March 2025. We are currently working with the wider ICS to understand the impact on both the system and the Trust's long-term financial position.

5 Clinical update

5.1 Staffing levels

We know we cannot deliver good services to patients without the right staff, with the right skillset, being in the right place, at the right time. Making sure our staffing levels are where they need to be really matters, and this is a significant challenge facing the NHS as whole.

We refer to our focus on this as 'safer staffing', and currently we are maintaining what we call 'green' safer staffing levels across the vast majority of our services.

By all accounts this is a good position, and it is only achieved through teams planning well, being flexible, and working together to fix issues, and we know that this matters as much to our patients and their families as it does to our staff.

Of course, we naturally face short-term absences that challenge us and we know this can add additional pressure on our teams; our staff have remained flexible and swapped shifts and locations at short notice to make sure any unexpected gaps are covered, and we are grateful to our staff for their commitment.

5.2 Keeping patients safe

Our clinical decision cell (CDC) and our senior clinicians continue their work to make sure patients are prioritised and cared for in order of their clinical needs, and that all our patients remain appropriately supported while we continue to deliver our elective recovery programme. This work to manage pressures is complex but vital in making sure we are keeping our patients safe.

5.3 Covid booster and flu vaccinations

Our vaccination programme begun in the atrium of Royal Papworth Hospital last week for both COVID booster vaccines and the 'flu jab' – the former being open to those who are at least 180 days (roughly six months) past their second dose, and the latter to all colleagues who want one. I was extremely pleased to have received my flu jab last week from Sister Angie Jackson, and I will be receiving my COVID booster as soon as I'm eligible to receive it.

The NHS invited over one million more people who are most at risk from COVID for their booster vaccine last week as the next phase of the NHS vaccination programme continues at pace. Since the national booking system opened up for bookings for boosters on 21 September, as of the end of last week almost 850,000 people had already booked in for their top-up jab.

Getting vaccinated is the single most important thing we can all do to protect ourselves, our patients and our loved ones this winter, but it is not the only thing we need to do. We must continue to follow all of our infection prevention and control procedures - which still include the need to observe social distancing, maintain good hand hygiene and to wear a surgical face mask. These policies are in place to help keep people safe as we head into another NHS winter with COVID still present in our communities.

6 Workforce and employee engagement

6.1 NHS Staff Survey

We saw the national NHS Staff Survey launch this week which will remain open until the end of November. We are encouraging every member of the Royal Papworth team to complete the survey; answers are completely anonymous and responses from previous surveys have led to real and impactful change. Last year's results have been integral in shaping our Compassionate and Collective Leadership Programme and developing our new values: compassion, excellence, collaboration.

We want to create the best possible staff experience, which goes hand in hand with delivering high quality and safe care to our patients, and responses to this survey help to show us where we are getting it right and, more importantly, where we can further improve. As a small thank you for taking the time to give us feedback we are giving all staff who complete the survey a free hot drink voucher, and we look forward to using every response

to help make Royal Papworth a positive place to work. Every piece of feedback is valued, and the more we get, the richer the resource we have.

6.2 Saying thank you

While the warmth feels a long-distant memory now, the return of sunny weather at the start of September was the perfect opportunity to say a big thank you to our staff with some ice cream, kindly gifted by our Royal Papworth Hospital Charity. As well as being a treat, it was a welcome way of encouraging out staff to take a break with colleagues and recharge during what has been an incredibly busy time.

Given the temperature has dropped a few degrees since then, the Charity has opted for a warmer 'thank you' this month and provided staff with 50% discounts on hot drinks for a week. Valuing our people matters and we will continue to provide support programmes, say thank you (both formally and informally), and roll-out more initiatives that set out to let our people know they are appreciated.

7 Shared care record update

In September, together with our ICS partners, we signed an eight-year contract with Orion Health for a Cambridgeshire and Peterborough wide shared care record (ShCR). Throughout the next few months we will be preparing demonstrations of the new system and some of its functionality.

The plan is to begin connecting our services, starting by working with primary care, to enable the sharing of information for the purposes of direct care. The infrastructure will be hosted by Cambridgeshire and Peterborough NHS Foundation Trust and is a significant milestone in digital strategy and interoperability.

8 Integrated care system (ICS) update

The next stage of the process to recruit an integrated care system (ICS) chair has continued over the last few weeks, with application deadlines for the chief executive officer position also having passed. As leaders within the Cambridgeshire and Peterborough system, the Chair and wider Royal Papworth Hospital executive team is contributing to these processes and we will share more as this develops.

9 In the news

9.1 UK's oldest heart transplant recipient celebrates 90th birthday

At 90 years of age, Ted Warner is the oldest person in the UK currently alive with a heart transplant – a transplant he had at Papworth Hospital back in 1990. After being given a three-week prognosis without a successful transplant, 31-years on Ted has just celebrated his landmark birthday with friends and family. It makes us immensely proud to hear of stories like Ted, who is one of 20 patients at Royal Papworth Hospital and one of 77 in the country to have lived for more than 30 years post-heart transplant, with that number growing all the time.

9.2 Organ Donation Week

We had the privilege of telling 31-year-old Vicki Lee's story as part of this year's national Organ Donation Week, who was given another chance at recovery from an atrial septal defect (ASD) thanks to organ donation.

A defect of the heart present at birth, ASD causes blood to circulate abnormally in the heart and lungs, and Vicki also had to battle pulmonary hypertension when she was in her twenties. Vicki's condition was severely damaging her heart and lungs, and in September

last year she was added to transplant waiting list for a heart-lung transplant. Less than a year later, she received the call that a donor had been found.

We continue to stress how important organ donation is; we know that as an organ donor, you can save or transform up to nine lives through organ donation. Although the law around organ donation has changed, it remains vital that we all discuss our wishes with our loved ones so they can feel confident and have peace of mind that our decisions are being honoured.

9.3 The importance of CPR

Fewer than one in 10 people survive an out-of-hospital cardiac arrest in the UK. One of those survivors is Dave Cleland, who had a sudden cardiac arrest (SCA) earlier this year and survived thanks to his wife knowing and performing high-quality CPR. Dave bravely shared his story for this year's World Heart Day, and our local media provided great support by sharing our messages across radio networks on how valuable CPR can be in saving lives.