

## Agenda Item 1.v

<b>Report to:</b>	<b>Board of Directors</b>	<b>Date: 1 July 2021</b>
<b>Report from:</b>	<b>Chief Executive</b>	
<b>Principal Objective/ Strategy and Title</b>	<b>Chief Executive Report</b>	
<b>Board Assurance Framework Entries</b>	<b>Governance</b>	
<b>Regulatory Requirement</b>	<b>N/A</b>	
<b>Equality Considerations</b>	<b>None believed to apply</b>	
<b>Key Risks</b>	<b>N/A</b>	
<b>For:</b>	<b>Information</b>	

### 1. Purpose/Background/Summary

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

### 2. Introduction

While the numbers of COVID-19-related hospital admissions in the East of England and here at Royal Papworth Hospital remain low, we know we must remain vigilant to the threat the virus poses to our services. We continue to maintain high standards of infection prevention and control across the hospital and have been reminding our staff about the importance of wearing the correct Personal Protective Equipment (PPE) and carrying out regular lateral flow tests at home. The vast majority of our staff have now been vaccinated against COVID-19 and I am grateful for the many members of staff who have been involved in vaccinating their colleagues across the Cambridgeshire and Peterborough Integrated Care System (ICS). While COVID-19 remains a focus for many of our staff, we are now concentrating more on other priorities, such as addressing health inequalities in our region, supporting the wellbeing of our staff and working with partners across the ICS to improve care for our population.

### 3 Operational update

#### 3.1 Referrals to emergency pathways

While COVID-19-related hospital admissions remain low in the East of England, we continue to see high number of referrals across all of our emergency pathways. This impact is most acutely experienced in our cardiology service, which has seen unprecedented levels of demand for emergency heart attack pathways over the past nine months, but also in surgery where the acuity of patients on presentation is significantly higher than usual. We have reshaped our services to create more available capacity for emergency care, but this is putting some pressure on our elective services. We know that other providers across the wider health system are also reporting unseasonably high levels of emergency demand, with

A&E attendances reaching levels normally seen during winter in some areas. The acuity of admitted non-COVID patients has extended length of stay which in turn is impacting on bed occupancy. Primary care and diagnostic services, which are key to addressing inequality in access, are under considerable strain within the Cambridge and Peterborough system while these elements attempt to return to business as usual, address backlogs and deliver the final stages of the vaccination programme. This is contributing to a perception among the public that they cannot access these services in a timely manner and driving higher levels of walk-in patients to A&E departments.

## **4 Financial update**

### **4.1 Financial update**

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 in the first two months of the new financial year, delivering a year-to-date £0.9m surplus at month 2, compared to a planned surplus of £0.4m. This is before the inclusion of any additional funding from the national Elective Recovery Fund.

Since the close of the month 2 position, NHS Improvement/England has provided additional guidance and feedback on Integrated Care System financial and operational plans. This has resulted in a change to the Trust's planned financial position for the first half of 2021/22, moving from a planned breakeven position to a planned surplus of £2.5m. This has been facilitated through the allocation and recognition of elective recovery funding at individual provider level. We will reflect this revised position in future months reports.

The framework for the second half of 2021/22 and beyond remains unclear at the time of writing. Where we can, we continue to progress planning beyond this period and we are working with our divisions to understand the impact of recovery plans on the long term financial position.

## **5 Clinical update**

### **5.1 National Inpatient Survey 2020**

Last month we received the results of the National Inpatient Survey 2020, which was carried out on our behalf by research organisation Picker. I was pleased to see that ninety-five per cent of inpatients surveyed rated their care as 7/10 or higher, which represents a five per cent improvement since 2019. Of 75 hospitals who commissioned Picker to carry out the annual inpatient survey, Royal Papworth Hospital was ranked sixth for its overall positive score rating. We received above-average responses for all of the 57 questions asked in the survey. The results of this inpatient survey show how hard our staff have worked to provide excellent, compassionate care despite the huge challenges of the COVID-19 pandemic.

### **5.2 Focus on patient safety**

In recent months there has been an increase in 'never' events across the region, including one related to a mistake involving in an nasogastric (NG) tube at Royal Papworth Hospital. Never events are the kind of mistakes that should not happen in healthcare, and when they do it is important to learn from them. We recognise that many of our staff are more tired than usual and that we are emerging from a very challenging period. We have been talking about these issues at staff briefings and internal meetings and reminding staff about the importance of carrying out safety checks and risk assessments to make sure we protect all of our patients from harm.

## **6 Workforce and employee engagement**

### **6.1 Collective and compassionate leadership programme**

We are making good progress with our collective and compassionate leadership programme, which aims to improve our organisational culture using research from The Kings Fund that shows how this impacts positively on patient care. One of the eight priorities we identified for improving our culture was to launch new organizational values. Following extensive consultation with staff, we will launch our new values – compassion, excellence and collaboration – on Monday 5 July, as well as a new behaviour framework that we will ask all of our staff to follow in their everyday work. I would like to thank the team involved in this project which represents an important step in our journey to a more compassionate and inclusive culture.

### **6.2 Freedom to Speak Up Index**

I am pleased to report that the Trust has again improved its position in the national Freedom to Speak Up (FTSU) Index 2020/21. This report is one significant way in which trusts can measure their progress towards developing an open culture where speaking up is valued and respected. The Freedom to Speak Up Index is a metric used by NHS trusts, drawn from four questions in the NHS Staff Survey which ask whether staff feel knowledgeable, encouraged and supported to raise concerns, and whether they feel they would be treated fairly if they were involved in an error, near miss or incident. The average score for all trusts has improved by 0.5% over the past year, up to 79.2%, with Royal Papworth Hospital NHS Foundation Trust scoring 82.1%. This also reflects positively against the average score for the East of England which is 78.6%. We clearly have more to do to ensure that all staff feel safe to speak up about anything that concerns them, and we are mindful that staff from Black, Asian and minority ethnic backgrounds continue to have less confidence in reporting and speaking up than their white colleagues. In the coming year, our Freedom to Speak Up Guardian will be working to increase the number of FTSU champions we have and working with our communications team to raise the profile of the services across the hospital.

### **6.3 Vaccination hub closure**

Our vaccination hub closed last month, having opened in mid-January with the aim of vaccinating Royal Papworth Hospital staff, other healthcare staff and some especially vulnerable patients against COVID-19. Thanks to the amazing efforts of staff and volunteers working in the clinic, we administered more than 15,000 vaccines to healthcare staff and patients across the region. I am incredibly grateful for the important contribution they have made to keeping our staff and patients safe.

### **6.4 Royal Papworth Big Tea**

In early July, we will hold a 'Royal Papworth Big Tea' event to recognise the hard work of our staff during the pandemic, launch our new organizational values and celebrate the NHS' 73<sup>rd</sup> birthday. Although we must continue to follow strict 'COVID secure' guidelines, we felt it was important not to cancel the event entirely as our staff truly deserve this recognition after all they have experienced in the last year. Thanks to the fundraising efforts of our charity, we will be providing free sandwiches, cakes and drinks to all of our staff as well as a commemorative badge to recognise exceptional service during the last year.

## **. 7 Estates and facilities update**

### **7.1 Maintenance of hospital building**

Over the last few months we have been working with our Private Finance Initiative (PFI) partner Skanska to try and improve response times for dealing with maintenance issues that arise across the hospital. There are a number of issues that have taken longer than expected

to resolve, which has started to impact on staff working in the hospital. We have agreed with Skanska to increase the number of contractors working in the hospital and are working with them to develop a plan to address planned and routine maintenance tasks and outstanding small works.

## **7.2 Heart and Lung Research Institute**

The construction work on the Heart and Lung Research Institute (a joint project between Royal Papworth Hospital and the University of Cambridge) continues to progress at pace despite the challenges of the pandemic. The Institute, which is located next to the hospital on the Cambridge Biomedical Campus, will open in early 2022.

## **8 Governance update**

### **8.1 Statutory Inquiry into COVID-19**

In May the government confirmed there will be a full statutory inquiry into the handling of the coronavirus (COVID-19) pandemic. In response to this announcement, all NHS leaders have been asked to consider four key areas of action: ensuring robust and comprehensive records management; embedding systematic approaches to log key leavers, carrying out exit processes and retain contact details; considering wellbeing support for staff who may have to provide evidence, and appointing a named inquiry lead. We are making arrangements to manage this request to ensure that the Trust and its staff are able to contribute to the inquiry, and that the appropriate actions and support measures are in place.

### **8.2 Governor elections**

We will be holding elections in July 2021 to appoint new governors to our Council of Governors and have vacancies across all of our public constituencies. We will share more details on our website in the coming weeks.

## **9 Integrated Care System update**

I have been involved in a number of meetings over the last month to help shape the strategy and priorities for our Integrated Care System in Cambridgeshire and Peterborough. Demand across the system is extremely high, so current priorities include work to carefully manage capacity and resources to preserve elective capacity and focus on admission and flow. The Cambridgeshire and Peterborough Clinical Commissioning Group (CCG) will be leading on some communications activity to help patients access the right place for care rather than defaulting to emergency departments which are facing extremely high demand.

## **10 News and updates**

### **10.1 Josie Rudman MBE to take up new role in July**

Our Chief Nurse, Josie Rudman MBE, will leave Royal Papworth Hospital in July to take up a new role with NHS England. On behalf of the Board of Directors I would like to thank her for her incredible service to Royal Papworth Hospital, especially during our hospital move and the pandemic. I look forward to welcoming Maura Sreaton as our new Chief Nurse in August.

### **10.2 Media coverage following Christian Eriksen cardiac arrest**

When Denmark footballer Christian Eriksen suffered a cardiac arrest during Denmark's Euro 2020 match against Finland, it highlighted the importance of CPR in saving lives. In the days that followed, Royal Papworth Hospital spokespeople gave interviews with local media outlets including BBC Radio Cambridgeshire and ITV Anglia to raise awareness of how to give CPR and how to access a defibrillator in an emergency.