

Agenda Item 1.vi

Report to:	Board of Directors	Date: 2 February 2023
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

My report this month spans both December and January and, in keeping with much of the NHS, it has been a challenging period for us but with some high points, particularly system working across Cambridgeshire and Peterborough.

3 Compassion: our people

3.1 Julie Quigley

Sadly, my report this month starts with the news that Julie Quigley, a long-standing member of our nursing team, died in January after a long fight with cancer. Julie worked at Royal Papworth Hospital from 2000-2022. She started as a staff nurse in our critical care team and progressed to become one of our nurse consultants, having also established our ALERT team. She was a wonderful nurse and an

inspiration to so many here at Royal Papworth, where her legacy will live on for many years.

3.2 Industrial action

We were included in Royal College of Nursing (RCN) strike action which took place on 15 and 20 December. Whilst this was disruptive, particularly in terms of planned care, and had impact on our staff and patients, I am pleased to say that overall risk was mitigated, and patient safety was maintained.

Strike action is a very emotive subject, but I believe our business continuity planning allowed patients in our hospital to remain safe, while also supporting our people who chose to take action.

Our RCN staff were not called out for January action but will be on Monday 6 and Tuesday 7 February. We can expect additional disruption caused by this next walkout and our planning activity has reflected principles set for the initial action in December with appropriate amendments following feedback. We are anticipating the RCN to apply stricter criteria to our derogations (exemptions) and at the time of writing these are yet to be negotiated.

It is also worth noting that action is being taken by other unions with the Chartered Society of Physiotherapy having taken strike action on 26 January and the BMA currently balloting junior doctors. Whilst the BMA ballot does not close until 20 February we are already planning for potential action, which we can assume will be significant.

The East of England Ambulance Service is not included in the Unite, Unison and GMB ambulance worker strikes.

3.3 Staff Awards

In December we held our long-awaited Staff Awards ceremony which had been postponed in September. Held at Homerton College, Cambridge, the evening was a celebration of the people and teams who work and volunteer at Royal Papworth Hospital.

With 45 shortlisted finalists across 15 awards, it was a special evening with colleagues and a chance to come together and celebrate some of the many achievements of our people in the past 12 months.

3.4 New Chief Operating Officer

I am delighted to share that we have made the substantive appointment of our new Chief Operating Officer, Harvey McEnroe, who will be joining from University Hospitals Sussex. Harvey has been a senior leader in the NHS for the past 10 years,

serving in a number of director and executive level roles in London and the south east of England.

We look forward to welcoming him from 1 April.

3.5 Extension of the Staff Hardship Fund

In 2021 the trust introduced a Hardship Fund to provide emergency grants to support staff who faced unexpected financial demands such as the need to replace household equipment or car repairs.

In recognition of the pressures on staff as a result of the increase in the cost of living, we have extended the Hardship Fund to provide £30 vouchers for staff to use for food and fuel.

The scheme is funded by Royal Papworth Charity. There is a small panel who review and make the decision on the awarding of grants.

We intend to offer this support to staff until 31 March 2023 and will then review the uptake and feedback to determine whether we extend it.

3.6 Recruitment event

Our surgery, theatres and anaesthetics division alongside our recruitment services and communications teams ran a successful recruitment event on Saturday 21 January in the hospital atrium.

The event showcased the range of opportunities within the division and the positivity and enthusiasm of the teams involved was infectious.

Attendees were offered the option of being interviewed on the day and we recruited 17 candidates (12 HCSW, 4 nurses, 1 patient environment assistant).

The event was the main story on BBC Look East and also featured on the ITV East Anglia News programme. This is just the start of our recruitment drive through the year.

3.7 Sickness and absence

Staffing over December and January has been challenging due to vacancies and higher than usual levels of sickness because of COVID-19 and flu. We continue to mitigate risks and maintain safe staffing levels.

We also saw a rise, most noticeably before Christmas, in the number of patients presenting with flu, COVID and other infections, which impacted the care we could provide.

Throughout these challenges, including industrial action mentioned above, I have been impressed at how staff have worked together to maintain patient safety and support each other. I would like to thank them all for their hard work and commitment, showcasing our Trust values of compassion, excellence and collaboration throughout.

4 Excellence: quality

4.1 Compliments and feedback

We had record numbers of recorded compliments from our patients during November and December, not to mention the amount of more informal feedback we receive on a daily basis. Some comments we have received included:

‘Making time to stop and talk’

‘Kindness and empathy will forever stay in my heart’

‘After three weeks in hospital my dad finally got to go home. Thank you Royal Papworth for saving his life and taking care of him. I can’t wait to hug him’

Despite the challenges of staffing and winter pressures our staff continue to go above and beyond to deliver excellent patient experience.

4.2 Financial position

The month nine (December) financial position for 2022/23 shows an in-month surplus of £408k, which brings the trust’s year to date surplus to £3,636k. The position reflects the continuation of national funding arrangements comprising of locally agreed variable and block payments for NHS clinical activity, top-up payments and COVID funding. There were £810k of efficiency savings delivered in the month as part of our cost improvement programme (CIP) and we are forecasting full delivery of our target for the year of £5.8m.

Looking forward, operating planning guidance for the NHS in 2023/24 was published on 23 December. The trust is working closely with system colleagues to fully comprehend the implications of this guidance. Whilst there remains a large amount of detail to work through, significant productivity improvements will be fundamental to the trust’s ongoing financial sustainability in 2023/24.

4.3 Research

Our teams continue to do well in competitive grant calls. Dr Dariusz Wozniak, a consultant in our Respiratory Support and Sleep Centre has been awarded £210k in funding by the Motor Neurone Disease Association to trial home initiation of ventilation in people with motor neurone disease.

John Altrip, a respiratory research fellow, has secured \$50k from the American ALS society to support a screening trial for ventilatory failure in the same patient group.

4.4 M abscessus

We continue to see progress in our efforts with M abscessus. There have been no new cases in the transplant population for the past 18 months. Meanwhile, a study comparing outcomes of nine patients who contracted M abscessus post-lung transplant with 59 who did not has shown no difference in mortality or lung function after two years of follow ups. We are grateful to our staff for ongoing vigilance which is keeping our patients safe.

4.5 British Computer Society (BCS) membership

Digital have made a commitment to professionalism through department membership with the BCS, establishing professional standards and access to training, formally launched with BCS and Sonia Patel of NHS England. They are one of only a handful of Trust currently doing this.

4.6 Lorenzo update

An update in Lorenzo to GP Connect means that medications can be transferred directly from GP systems into Lorenzo. This has been welcomed by junior doctors and Allied Health Professionals who clerk patients and has helped improve efficiency and patient safety.

5 Collaboration: productivity

5.1 Theatres

Our theatres team has twice now completed 'three pump days' – this is where we manage to perform three surgical cardiac cases in the same theatre in one day. These are our first since the hospital move.

Doing more three pump days is part of our programme of works to improve productivity and help to address the backlog.

5.2 System working

At an Integrated Care System level, significant time had been invested over the summer to develop an integrated Winter Surge Plan, a first for our system in Cambridgeshire and Peterborough.

Although there was significant urgent and emergency demand in the run up to and over the festive period, the plan worked well and the consensus is that Cambridgeshire and Peterborough coped better than most other systems in the region.

For our part, we contributed actively to the three times-a-day system meetings, expediting transfers of patients appropriate for us to clinically manage and providing critical care mutual aid where patients could be identified who would benefit from our services. The actual number of patients were small in number, but this was always going to be a winter of aggregation of marginal gains to support patient flow and safety and the efforts of our teams to support has been valued by system colleagues.

5.3 Nested ward with CUH

One pioneering example of this system working has been the CUH nested ward which opened in our hospital on Monday 9 January, after several weeks of planning.

We set up this 20-bedded ward on 4 North East to help ease winter pressures at CUH.

The project was delivered on schedule, despite challenges, due to the collaborative approach of both ours and CUH's teams and has been fully occupied from opening.

There is a good turnover of patients through the unit, with on average three discharges per day, and CUH staff reporting that they have been made to feel very welcome.

This initiative provides much needed additional capacity to CUH and the system as a whole. The ward is staffed by the CUH team with support from RPH catering, cleaning and digital teams, as well as providing consumables and associated resources. I am proud that we have delivered the nested ward and am thankful to all RPH staff who have contributed to such a successful initiative.

It has attracted plenty of media interest, with BBC Look East, ITV Anglia and Cambridge News all covering it, and I was also interviewed by The Times as part of their health commission report they are compiling through the year.

It truly embodies the can-do attitude of our Trust and puts us at the forefront of collaborative working on the campus and with the ICS more widely. The ward will be open until 31 March 2023 with attention now turning to the decommissioning process.

5.4 Relocation of admin office in Huntingdon

The lease on Justinian House in Huntingdon expired at the end of December 2022.

Following an options appraisal, the decision was made to share office facilities with Cambridge and Peterborough Foundation Trust. This facility is called Kingfisher House and is approximately two miles from Justinian House. It is a great example of partnership working with an ICS partner. Retaining a facility in Huntingdon was very important for the staff based there.

There had been a huge amount of planning invested to make the relocation of teams in their new office as smooth as possible, which happened over the weekend of 21/22 January.

I am pleased to report that I witnessed a calm, professional landing of staff on the day, settled and open to receive patient calls by 09:00 on that Monday morning.

My thanks to all those involved for the successful move with minimum disruption to activity as a result of excellent team working - again it is a true example of the Royal Papworth spirit.

5.5 ECMO

Between Christmas and New Year, mutual aid was requested from London in relation to ECMO. This was due to a product recall which meant that the London ECMO centres could not offer ECMO. We responded by sending spare equipment and offering training on its use to these centres and we also took a small number of ECMO patients to support. On the 30 December, as a consequence of pressures due to high levels of respiratory infections, a national ECMO surge was declared but this was stood down again in early January.

6 Reasons to be proud

6.1 NOTACS trial

A major international cardiac surgery study, being run out of Royal Papworth Hospital and the Papworth Trials Unit Collaboration (PTUC), has passed a significant milestone, with more than half the participants now recruited.

Despite a one-year delay to opening for recruitment due to the COVID-19 pandemic, more than 490 patients have now taken part in the international study (out of a required total of 850).

The NOTACS trial is investigating the role of high-flow nasal oxygen therapy in reducing pulmonary complications in patients who have undergone cardiac surgery, to see whether patients spend fewer days in hospital post-surgery and if it reduces readmissions to hospital.

A total of 13 sites are open to recruitment: eight in the UK, four in Australia and one in New Zealand. We are the leading recruiting centre out of all 13, with 122 (25% of total) participants from RPH.

6.2 Aortic dissection day

It was formally announced in January that we will host the Aortic Dissection Awareness Day UK in September 2023, in collaboration with the national patient charity Aortic Dissection Awareness UK and Ireland.

The annual awareness day was founded in 2016 by a small group of survivors from the UK, Sweden and Italy and has since grown into a major national conference here in the UK.

We have been awarded the hosting of the event in recognition of our expertise in the field of aortic dissection and for the outstanding care provided to patients.

6.3 Finance team reach Level 3 Accreditation

Our finance team started the year by being awarded One NHS Finance Towards Excellence Accreditation, at level 3, with effect from 11 January 2023. The accreditation lasts for three years.

There are only 17 level 3s across the country and only six outside of the north west.

The accreditation recognises that our trust values of compassion, collaboration and excellence are being lived day in and day out by the finance team - always going the extra mile and always testing the boundaries in order to ensure that we can deliver the most amount of care to our patients and population.