

Agenda Item 1.vi

Report to:	Board of Directors	Date: 7 September 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

September marks one year since I have been in post as chief executive. I want to take this opportunity to thank all of my executive team and non-executive director colleagues for their support through a productive but challenging year in the Trust's – and indeed the NHS's – history.

3 Compassion: our people

3.1 Industrial action

July and August were the eighth and ninth consecutive months of industrial action in the NHS, causing more lost capacity either through postponed appointments or activity not being booked in in the first place.

In July, doctors in training (junior doctors) held a five-day BMA strike immediately followed by a two-day consultant strike and then a two-day strike by radiographers (the Society of Radiographers). Consultants then went on strike again for two days in August. The site was

kept safe throughout as on previous rounds of IA and I am grateful for all involved in covering clinical duties but also those communicating with patients and rebooking appointments.

There are further BMA consultant strikes announced for 19-20 September and a three-day strike on 2, 3 and 4 October – the longest period of action by consultants so far.

3.2 Recruitment

Significant effort continues to recruit nursing staff. We currently have 52 Band 5, nine Band 6 and 17 HCSWs in the recruitment pipeline that we are working hard to onboard as quickly as possible.

This is greatly helped by our new Oleeo recruitment system which is now bedding in with recruiters undertaking training on the system. This enables them to be able to closely track the progress of their new recruits and take action to move the process along, with regular reminders also sent to candidates to return their forms.

Additionally, following a recent innovative programme with clinical education and Anglia Ruskin University, we have appointed 22 second and third-year adult student nurses to join our temporary staffing bank as a HCSWs.

This is an important part of our plan to develop our future talent pipeline not only for future nurses but for all roles in healthcare. We aim to encourage students from all disciplines to join us during their holidays to gain some experience of working in a hospital setting, to get exposure to the type of work we do, the variety of roles in healthcare with a view to influencing their future career decision.

We held a successful HCSW showcase evening on the 24 July which was a collaboration between clinical education and nurse recruitment to highlight the role of a healthcare support worker. The teams demonstrated some of the skills involved in the role, practiced CPR, sampled supplements, and discussed training and development. We have two further events planned for 18 September and 20 November.

We are aiming to recruit a total of 45 international nurses for the 2023/24 financial year. So far we have recruited 39 and are on track to reach our target ahead of schedule.

We also welcomed approximately 60 new junior doctors on rotation in July and early August.

3.3 Congratulations and thanks

Many congratulations to Jag Ahluwalia on his appointment as Chair. I value greatly his contributions as a non-executive director and am looking forward to working more closely with him when he takes up his new role in February 2024.

Thank you to Dr Richard Hodder, who is coming to the end of his time as our lead governor. Richard's leadership in this role has been invaluable to our governors and our hospital. He has given Royal Papworth Hospital many years of service as a volunteer and a governor, and also a patient of ours.

Richard steps down on Wednesday 13 September and I am so grateful for his time, energy and enthusiasm.

3.4 Annual Members' Meeting

Wednesday 13 September is the date of our Annual Members' Meeting, being held in the HLRI. The event is scheduled to run from 13:30 – 15:30 and further information on how to register can be found on the Trust website.

The results of our elections to the Council of Governors will be announced at the AMM. This year we had public and staff positions being contested, with a good number of candidates.

3.5 Visiting teams

I have enjoyed spending time this summer getting out and about across the hospital and at Kingfisher House in Huntingdon. I have been invited to a number of areas including pharmacy, the restaurant, reception, theatres, the surgical ward on Level 5 and many others, with visits to critical care and radiology lined up in September.

It has filled me with pride to hear about the many successes and triumphs of these teams, but also very valuable in understanding the challenges they face and what we can do to help.

3.6 Staff Awards 2023 launch

On Monday 4 September we will be launching our Staff Awards 2023.

The nomination period will run for five weeks until the middle of October and we hope to better last year's total of 350 nominations across 15 award categories.

The categories are the same as last year, aligned to our values and strategical objectives such as EDI, leadership, learning and development and NHS Green ambitions.

The longlist of nominations will then become a shortlist, with the awards ceremony scheduled to take place on Thursday 14 December at Homerton College.

4 Excellence: quality

4.1 SSI

In August we received a report from NHS England following their supportive visit earlier in the year, reviewing IPC practice in relation to surgical site infections (SSI).

The report has provided helpful recommendations and actions that are being considered and actioned through the task groups and overseen by the SSI steering group. We are thankful to NHSE for their support.

Rates of SSI have reduced in the past few months which is an encouraging sign that our extensive quality improvement work and staff engagement is having an impact, but we remain cautious and vigilant until we see a significant and sustained reduction.

4.2 EPR

Working with the Chief Nurse, Medical Director, Director of Digital and their respective teams, we have initiated a list of EPR Engagement Leads across the Trust.

Our goal through this collaborative effort is to gather input from staff on the functionality that most matters to them about an EPR system, ensuring that this information is built into our requirements and decision-making process.

4.3 PSIRF

After several weeks of communication to staff about the new Patient Safety Incident Response Framework (PSIRF), in July we launched the online training module for staff.

PSIRF replaces the current Serious Incident Framework. It is a new national approach and represents a significant shift in the way the NHS responds to patient safety incidents.

PSIRF guides the NHS on how to develop the cultures, systems, and behaviours necessary to respond to patient safety incidents in a compassionate way that ensures we learn from them and improve.

The Board will hear today about the first-year plan for further roll out of PSIRF.

4.4 MRSA

There was one case of MRSA bacteraemia recorded in July. Whilst the MRSA was a community onset HCAI (healthcare associated infection), some learning has been identified in respect to the progression to development of bacteraemia.

4.5 Innovation Fund

There has been a further call to the Innovation Fund and a meeting of the panel, where three projects were successful including one which is due to be led by a healthcare scientist in critical care, reaffirming our commitment to developing non-medical research leaders.

4.6 Financial position

At this early stage of the financial year the Trust is reporting a surplus of £0.8m.

Despite this position, the context for 2023/24 remains challenging for the ICS and wider sector and we continue to work with partners collaboratively to respond to these challenges.

The continued impact of high levels of inflation is providing financial uncertainty and ongoing industrial action is setting a challenging framework for the delivery of elective activity and income targets. Whilst part of the financial impact of these factors is being mitigated, we expect this to become more challenging to deliver over the coming months as we look to progress our elective recovery programme through winter and work with system partners to deliver the ICS collective position.

5 Collaboration: productivity

5.1 Operational update

Month 5 saw a change in our delivery across elective care, theatre utilisation and cath lab flow due to the impact of strike action. This can be seen in the reduction in performance across all key access standards. We have worked hard to maintain a grip on our RTT, but – due to continuing industrial action - we have not seen the gains we expected when we set out our plan at the start of the year.

5.2 Cancer

The cancer standards continue to be below the expected target due to the pressures of late referrals from other providers and the knock-on impact of the strikes. We have established a cancer standards improvement group, led by the COO, to focus on the areas that we can improve on internally. Additionally, we are working with our partner providers to improve their delays and the impact that this having on our patients.

Meanwhile in digital, an upgrade to the Somerset Cancer Register has been successfully introduced to ensure our ongoing Cancer Outcomes and Services Dataset (COSD) reporting standard, which reflects our dedication to enhancing cancer care using technology.

5.3 Recovery and winter planning

Work is underway to support recovery and the divisions are focused on patient safety initiatives to tackle the long waits that patients are experiencing across all specialties.

Our focus is turning to planning for this recovery work and winter, where we will be focused on supporting our system partners across C&P as we ready ourselves for another challenging NHS winter.

5.4 Robotic assisted thoracic surgery

Our robotic thoracic surgery programme continues to grow as does our partnership with CMR Surgical, who manufacture the Versius robot.

All teams are now trained, we have a dedicated training space setup in the HLRI and myself and consultant thoracic surgeon Adam Peryt presented to CMR's 450 staff worldwide by sharing our customer experience.

6 Reasons to be proud

6.1 Award finalists

I am delighted to share that we have been named as a finalist in the HSJ Patient Safety Awards and the UK IT Industry Awards.

We were shortlisted in the HSJ Patient Safety Awards category for 'Virtual or Remote Care Initiative of the Year' for our work in cardiac rhythm management.

Our collaborative efforts with partners Fysicon have seen more than 5,000 patients benefit from the remote monitoring of pacemakers and other cardiac devices. This had led to the earlier diagnosis of atrial fibrillation from 137 days down to 95 days, which reduces the risk of stroke. It also frees up time for patient care and is kinder to the environment by removing the need for paper and reducing the number of car journeys by patients.

In the UK IT Industry Awards, we were shortlisted in the 'Healthcare Sector Project of the Year for Project Excellence' alongside Dr Doctor. This is in relation to our work on hybrid mail (digital letters), a collaboration involved clinical admin teams, digital and comms.

6.2 Sleep centre on national TV

Our sleep centre featured on ITV1 Tonight's programme in August, as part of a documentary looking into the sleep health of the nation, in particular the impact of poor sleep health.

They featured our senior polysomnographer Lorraine Rogers and consultant Dr Martina Mason as they performed and analysed a sleep test on a patient, who was diagnosed with obstructive sleep apnoea.

6.3 British Transplant Games

Our transplant sport team returned home from the British Transplant Games 2023 with the 'best heart and lungs hospital' trophy after a successful sporting weekend in Coventry.

We had 33 competitors – 26 heart transplant recipients and seven lung transplant recipients – from a range of one-year post-op to more than 20 years.

The team won 16 gold medals, 18 silver and 16 bronze. – congratulations to all of them for so powerfully showcasing the impact of organ donation.

6.4 World Cycling Championships

We had two members of staff compete in the recent World Cycling Championships in Scotland, representing Great Britain.

Ewa Mitka (senior staff nurse in critical care) and Dr Claire Martin (consultant cardiologist) finished 10th and 20th respectively in the Gran Fondo 40-44 category. We are so proud of them both for their excellence inside and outside of work.