

## Agenda Item 1.vi

Report to:	Board of Directors	Date: 5 October 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 has proven to be an exceptionally busy month not only with the levels of activity that we have managed, but because I have continued my visits to departments and I have also had the privilege of cohosting two evening events with the HLRI Director, Charlotte Summers, bringing together clinicians across Cambridge with an interest in cardiology and respiratory research and innovation. The Chair and I also hosted the Cambridge Medical Society on a visit to the hospital and HLRI which was very well received.

Welcome to our new governors at Royal Papworth Hospital, who were voted in during our recent Council of Governor Elections and confirmed at our Annual Members' Meeting last month. Congratulations also to our new lead governor, Abigail Halstead. I am looking forward to working with you all. Thank you to the governors who are stepping down for your energy and commitment during your time in the role.

### 3 Compassion: our people

#### 3.1 Industrial action

The industrial action of BMA members continued in September. For the first time in the history of the NHS we had junior doctors and consultants striking simultaneously.

Consultants staged a 48-hour strike while doctors in training held a 72-hour strike, with a day in the middle which overlapped.

Once again, all emergency work was covered allowing those members of staff who wished to withdraw their labour to do so with no safety concerns on the days of action. We are very grateful for staff offering cover and other staff groups for rearranging appointments as required, so that we can continue to support people's right to strike while also protecting our patients who need us most.

At the time of writing, we are preparing for the next strike action which takes another step-up in intensity, with both junior doctors and consultants striking together for three days across Monday 2 to Wednesday 4 October. An additional challenge is that radiographers will also strike within this period, for 24 hours on Tuesday 3 October, significantly impacting the elective care we are able to provide.

### 3.2 Recruitment

Our recruitment and education teams received a NHS Pastoral Care Award from the Chief Nurse of England. They successfully met a set of standards and demonstrated best practice pastoral care for healthcare support workers, including: recruitment and induction; in-role support; ongoing learning and development; valuing staff and recognition.

### 3.3 Organ Donation Week

I enjoyed participating in the Race for Recipients challenge to mark Organ Donation Week alongside dozens of other colleagues, patients and family members from Royal Papworth Hospital.

Race for Recipients is a fun way of raising awareness of organ donation and transplantation by logging our active exercise during the week in friendly competition with every other NHS trust. We came first in the Eastern region for 'distance travelled' and 24<sup>th</sup> overall (out of 131).

We saw a lot of media coverage during the week, too, focused on the emotional meet-up between one of our heart transplant recipients and his donor family, three years on from the transplant. The story was featured by ITV News, BBC Radio 5Live, BBC Look East, ITV Anglia, NHS England, local newspapers and was shared on the BBC News Instagram page to their 26 million followers.

The week ended with a fitting story inside the hospital, as a long-stay patient in critical care was able to leave the unit and move to the surgical ward on Floor 5, following a successful heart transplant. The patient had been in critical care for around nine months with a BiVAD. I am so grateful to our critical care, transplant and theatres team for their excellence and collaboration to provide the very best care for such a long period of time.

### 3.4 Vaccination programme

Our staff vaccination programme launched on Tuesday 26 September, vaccinating staff against both flu and COVID-19. The vaccines are once again an important tool to protect our staff – and therefore our patients – this winter. Last year we had the highest uptake in the East of England region and we will be aiming for a similarly strong response this time too.

### 3.5 Staff Awards 2023

We remain in the nomination period for our 2023 Staff Awards. Nominations close on Wednesday 11 October, and we are trying to surpass the 342 submissions we had last year.

Our latest total as of Thursday 28 September was 336, so it is looking like we will comfortably surpass that total.

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

### 3.6 2023 NHS Staff Survey

The national NHS Staff Survey launches on Monday 2 October. The closing date is Friday 24 November.

### 3.7 Abuse, violence and aggression

On Monday 2 October we are also launching our substantially revised abuse, violence and aggression procedure, which helps staff to prevent, report and support each other in the event of unacceptable behaviour from patients and/or visitors.

We have a comprehensive communication plan to inform our colleagues, making clear that this piece of work has been delivered in response to staff feedback: another example of you said, we did.

## 4 Excellence: quality

### 4.1 Adult inpatient survey

The CQC 2022 Adult Inpatient Survey was published on 12 September 2023 and Royal Papworth Hospital has again been named as one of the best NHS hospitals in the country for inpatient care.

The survey looks at the experiences of people who stayed at least one night in hospital.

Royal Papworth Hospital was one of eight Trusts which listed as 'much better than expected' compared to the national average, the highest ranking possible.

In addition, we had a response rate from our patients of 62%, well above the national average of 40%. This is therefore more representative and offers more assurance and reliability of the survey results.

Whilst we celebrate our achievement in maintaining our top ranking for another year, we will be reviewing the results to build an understanding of those areas rated lower as 'somewhat better' and 'about the same'. This will enable us to identify areas for improvement based on this feedback and make any necessary changes to improve the experience of our patients who use our services.

## 4.2 Aortic dissection

September marked Aortic Dissection Awareness Day, when we hosted the national conference bringing together surgeons, clinicians, nurses, patients and bereaved relatives inside the HLRI.

On the same day, the Health and Social Care Secretary, Steve Barclay, announced the formation of a NHS working group to improve diagnosis and treatment of aortic dissection, which kills 2,000 people every year.

The day was a great event full of energy and enthusiasm. We were honoured to be awarded the hosting by the Aortic Dissection Awareness UK charity in recognition of our excellence in treating aortic conditions.

## 4.3 SSI

We continue our improvement work on surgical site infections, taking the recommendations and learning from the NHS England external review and a visit to Liverpool Heart and Chest Hospital into our dedicated internal working groups.

The SSI rate for inpatients post CABG surgery in Q1 2023/24 was 6.3%. Though this is less than the previous quarter it remains above the benchmark of 2.6%.

## 4.4 National and international expertise

Our clinical teams continue to contribute widely to national and international bodies sharing their leadership and expertise. A comprehensive database of this work is being kept by the Trust Secretary.

As an example, Mr Marius Berman has been nominated by the NHSBT Medical Director to represent the UK in the newly set-up international DCD (donation after circulatory death) working group for the European Directorate for the Quality of Medicine and Health Care.

## 4.5 Patient safety incident response framework (PSIRF) training

The way the NHS responds and investigates patient safety incidents is changing.

The purpose is for better engagement and involvement of patients, families and staff whilst responding proportionately following a patient safety incident, that is not just commissioned by grade.

Clinical and non-clinical staff have attended training throughout September to enable successful introduction of the new framework.

## 4.6 Financial position

At month 5 (August), the Trust is reporting a surplus of £0.9m. 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 the Trust looks to progress its elective recovery programme through the winter period and works with system partners to deliver the ICS collective position.

## 5 Collaboration: productivity

### 5.1 Patient safety initiative

Our first weekend of patient safety initiative lists was successfully completed in September, with seven surgical electives and 26 outpatient appointments. I am very grateful and proud of all the teams involved in this work, led by our Chief Operating Officer, to treat our patients who have been waiting the longest for their care here at Royal Papworth Hospital. It will make a huge difference to them and their families.

### 5.2 Facilities optimisation

Thank you to our digital team for their hard work in facilitating the seamless move of our clinical education team to their new space on the first floor of the HLRI, as part of our project to optimise our facilities. This is a key enabler to unlock the potential of both the hospital and the HLRI.

## 6 Reasons to be proud

### 6.1 Award finalists

Good luck to our digital and clinical admin teams next week for the prestigious Health Tech Awards 2023.

In collaboration with DrDoctor, they are finalists in the Digitising Patient Services category for their work on hybrid mail which has digitised patient letters for outpatient appointments. The project has yielded excellent early results and reflects our commitment to leveraging technology to enhance the patient experience and streamline services.

### 6.2 Congratulations to Andy Raynes

Congratulations to Andy Raynes, Chief Information Officer (CIO), for his outstanding achievement at being recognised as one of the top 100 CIOs in the country for the second consecutive year.

He was ranked in 15th position among distinguished peers from both the public and private sectors. This recognition affirms his exceptional leadership and strategic prowess in driving digital transformation.