

Agenda Item 1. iv

Report to:	Board of Directors	Date: 2 November 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

I want to start by congratulating Tim Glenn, Chief Finance Officer and Deputy Chief Executive, for his upcoming secondment to East Kent Hospitals University NHS Foundation Trust.

Tim has been asked by NHS England colleagues to perform this role, which reflects the high regard in which the national team hold Tim and also Royal Papworth Hospital. The role will be challenging, both professionally and personally, but Tim believes that he can make a difference to East Kent's position, and myself and the Chair are proud to be able to support him. I would like to thank Tim for his support over the last year in particular as I have transitioned to the CEO role. The secondment is for 12 months and I would like to wish him luck - we will be staying in close touch and I look forward to his return at the end of the secondment.

Tim's secondment also presents his deputy chief finance officer, Sophie, with a fantastic opportunity. Sophie has been someone that had already been identified through succession planning that she is ready for her next step, she is highly regarded in the system, regionally and on the national stage and I am delighted that she will be stepping up to the role of chief finance officer during Tim's secondment.

3 Compassion: our people

3.1 Industrial action

October started with three days of industrial action from our medical staff, with both consultants and junior doctors striking together for three days. Embedded within this there was also a 24-hour strike by radiographers.

This followed previous rounds of action in September, which meant another month of limited capacity for more than 20% of the working month, including an impact on theatres, critical care and surgical beds.

3.2 Patient safety initiative

Amongst the backdrop of strikes, we have continued to focus on clearing our long waiters with our PSI programme, which is positively impacting both our outpatient and inpatient waiting list.

Early evidence from our PSIs show that around 80% of our outpatient long waiters are getting their definitive treatment at their first appointment. All of our inpatients so far (78) have had their treatment commenced. More than 300 patients have benefited from the initiative to date.

3.3 Staff Awards nominations

We had a remarkable response to our Staff Awards nominations this year.

Building on last year's record of 342, this year we had an astonishing 512 nominations. It was not just the number but the quality of the submissions, too, with people taking the time to think of and thank their colleagues for the outstanding work that has taken place during the past 12 months.

Nomination letters are now arriving at people's desks and at their home addresses. The judges have met to go through the unenviable task of picking three shortlisted nominees for each of the 15 categories. The shortlist will be announced on Thursday 2 November in NewsBites and the awards ceremony takes place on Thursday 14 December at Homerton College in Cambridge.

3.4 National NHS Staff Survey

As of Thursday 26 October, 34% of our staff had completed the NHS Staff Survey. There are a few weeks remaining ahead of the survey closing on Friday 24 November, but we are slightly down on where we would like to be at this stage.

We are planning to target the areas with the lowest responses rates so far. This is vitally important to ensure the survey results accurately reflect across our hospital, giving us a richness of data and greater confidence when we make decisions in response to the feedback.

3.5 Flu and Covid-19 vaccinations

Our annual vaccine service for all staff, including Trust partners, commenced on Tuesday 26 September.

My thanks to our team of vaccinators and everyone who has had their jabs so far, helping to protect our staff – and therefore our patients – this winter. The team has also run a clinic at Kingfisher House in Huntingdon for our admin staff based there.

As of Monday 23 October, we had delivered, 45% of eligible staff had received a flu jab and 39% a Covid booster.

3.6 Black History Month event

On Friday 13 October, myself and the rest of the executive team were honoured to attend a powerful Black History Month event in the HLRI for an audience with Dame Elizabeth Anionwu, the UK's first sickle cell and thalassaemia nurse specialist.

The theme this year was 'celebrating our sisters'. Dame Elizabeth was joined by guests including our own non-executive director Cynthia Conquest. There were dozens of people in the room, absorbed by what was being said and discussed.

I am extremely grateful to all of the panel for their time and energy, our governor and critical care nurse Josevine for the delicious food, and to our EDI team for putting together such a memorable and important event.

3.7 National AHP Day

On the same day (a very busy Friday), we celebrated Allied Health Professionals Day, a day to thank and recognise the work and contribution that our AHPs make to outstanding patient care.

Our AHPs are a vital part of what we do for our patients here at Royal Papworth Hospital, from admission through to discharge and beyond.

The executive directors had opportunities to take part in 'step in your shoes' with individuals and teams and there were fun activities in the atrium to raise awareness of their work.

3.8 Atrium events

We have also been raising awareness throughout October of the importance of speaking up, as part of Freedom to Speak Up Awareness Month. Tony Bottiglieri, our FTSU Guardian, and his team of champions have been present in the atrium speaking to staff, talking about why a culture of openness and honesty matters, and potentially signing up more champions.

There was also a great atmosphere in the atrium for Global Clinical Engineering Day on 20 October. I enjoyed meeting some of our clinical engineering team and their range of equipment, from ventilators to heart-lung bypass machines. This team is vital in maintaining, repairing and servicing our tens of thousands of pieces of equipment here at the hospital and out in the community.

3.9 Mr Aresu's return

Welcome back to one of our consultant thoracic surgeons, Mr Giuseppe Aresu, who has recently returned from a year in Toronto, Canada.

While there, Mr Aresu spent a lot of time with the transplant team. Here at Royal Papworth Hospital, transplant services have traditionally been led by cardiothoracic and cardiac surgeons, but we have ambitions to expand our expertise, particularly for lung transplantation.

Mr Aresu will be joining our transplant team some of the time, as another example of our services always looking to improve and be better for our patients.

4 Excellence: quality

4.1 Cancer pathways

We have seen challenges across our cancer pathways, again linked to late referrals above 62 days. We are working on this with our partner hospitals, hoping to improve our own pathways but also theirs, too. This work has now become a formally stood-up programme, chaired by the Chief Operating Officer.

4.2 Surgical site infections

We saw a slight improvement in surgical site infection (SSI) rates for coronary artery bypass graft (CABG) surgery in quarter 1 of 2023/24 (April to June).

The rate for CABG inpatients was 6.3%, which means we are still above the UKHSA benchmark.

Quality improvement on SSIs continues to be a top priority.

4.3 National accreditation

The cardiac rehabilitation team have regained their accreditation with the British Association for Cardiovascular Prevention and Rehabilitation.

Accreditation with BACPR is dependent on submission of substantial data to demonstrate activity and patient outcomes. This success is a real credit to the hard work and commitment of the team. Registration with BACPR was affected by COVID over the past few years.

4.4 Digital upgrades

We have issued another 18 WoWs (workstation on wheels) to floors 3, 4 and 5. This improves clinical staff's access to mobile computing at point of care.

The digital team has also commenced roll-out of Multi Factor Authentication (MFA) for improved device security.

5 Collaboration: productivity

5.1 Financial position

At month 6 (September), the Trust is reporting a surplus of £1.0m. 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.

5.2 Shared Care Record

Headway is being made in the Shared Care Record for Cambridgeshire and Peterborough, especially with GP Connect.

In the coming months we will be preparing to connect to the Orion platform to see other acute care data across our ICS seamlessly and in context with Lorenzo.

5.3 Patient flow programme

We have relaunched our programme looking at patient flow following a pause over the summer to support our management of strikes. We are focusing on outpatient flow, inpatient flow, time of discharge and effective discharge planning.

This work is being led by our ops, medical and nursing leaders with more than 120 staff signed up to support the work.

6 Reasons to be proud

6.1 World first research

Royal Papworth Hospital has become the first centre globally to recruit to a new groundbreaking international research study for patients who are undergoing complex cardiac surgery and are at a higher risk of bleeding.

The study, led locally by consultant anaesthetist Professor Andrew Klein, will assess the efficacy and safety of an experimental study drug and whether it reduces the need for blood transfusions after surgery, therefore potentially saving on the use of blood products.

The study is taking place at 14 study sites across five European countries. Royal Papworth Hospital has proudly recruited the first two patients.

6.2 HTN Awards 2023 winners

We were announced as the winners of the HTN Awards 2023 in the 'digitising patient services' category for our work on digital patient letters, in collaboration with partners DrDoctor.

Patients are now able to see their letters online, more quickly, meaning fewer letters lost in the post, appointments booked more quickly, and a reduction in our did not attend rates, as well as being better for the environment. Conscious of inequalities, people can still choose to receive paper letters if they wish, but the vast majority are opting in.

Thank you to our admin, ops, and digital teams for their hard work on this, deservedly recognised with this national award.

6.3 Royal Papworth in Brazil

Royal Papworth Hospital was represented in Sao Paulo, Brazil, as one of just two trusts from England at a GS1 Healthcare Conference, with participants from more than 60 countries.

Our director of digital, Andrew Raynes, chaired a discussion on traceability and interoperability standards and our work on Scan4Safety to trace medical equipment, which is due to go live soon.