

Agenda Item 1.vi

Report to:	Board of Directors	Date: 7 December 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

Although this month's integrated performance report reflects the further impact of industrial action in October, I am pleased that there has been no action in November by any staff group and this has allowed staff to gain some momentum in drawing patients through for care. My thanks to all our staff, particularly those that have supported the delivery of patient safety initiatives to address the needs of those patients waiting the longest.

All systems were recently required to take part in a rapid re-forecast exercise for the second half of 2023/24, in the context of additional non-recurrent financial support being provided to front line services to manage the impact of industrial action so far. I am pleased to report that the Cambridge and Peterborough Integrated Care System (ICS) signed off on the submission of a break-even forecast at a system level, with Royal Papworth forecasting an end of year surplus. In doing this, the Integrated Care Board acknowledged several risks in relation to urgent and emergency care, and delays in cancer and elective pathways, and it was agreed that more work needs to be undertaken in these areas.

Whilst the financial support provided will help to mitigate the financial impact of industrial action to date, we expect the financial position to continue to be challenging over the coming

months as the wider ICS looks to progress its elective recovery programme through a difficult winter period.

3 Compassion: our people

3.1 Clinical Director change

There has been a change in the clinical director role for the thoracic and ambulatory division.

Thank you to Dr Mike Davies who is stepping down after many years of outstanding leadership of the division through the hospital move and COVID-19. Congratulations to his replacement, Dr Chris Johnson, who I am looking forward to working with in new ways and more closely.

3.2 New consultant surgeons

I would also like to welcome our two new consultant surgeons, Jason Ali and Hassiba Smail, who have been appointed to substantive posts following a highly competitive round of interviews. Jason will be part of the cardiac surgery team, while Hassiba joins our transplant unit.

3.3 National NHS Staff Survey

The National NHS Staff Survey closed on Friday 24 November with 55% of our staff responding. This is down on the 61% we achieved last year.

Our response rate from bank staff was 31.6%.

3.4 Flu and Covid-19 vaccinations

We continue to offer flu vaccinations for staff by appointment, but our COVID-19 vaccine service has now closed.

When our atrium clinic closed in mid-November, 50.3% of eligible staff had received a flu jab and 44.8% a Covid booster.

3.5 Healthcare support workers

On 22 November we celebrated national Nursing Support Workers Day. The day was full of appreciation for the invaluable role our healthcare support workers provide to our patients. There were treats, quizzes and lots of message of thanks to our valuable HCSWs.

3.6 Staff awards shortlist

The shortlist for our 2023 Staff Awards was announced on 2 November, with 45 finalists across 15 categories.

The winners will be announced at our celebration evening at Homerton College on Thursday 14 December, hosted by former BBC Look East presenter Stewart White.

4 Excellence: quality

4.1 NIHR award

We were the main partner supporting a successful bid with CUH for an NIHR award for a MedTech Centre facilitating the development of devices and diagnostics to support people with brain injury.

The £3m award will fund the centre for five years, with input from our research and development department and our sleep service.

4.2 Financial position

At month 7, the trust is reporting a surplus of £2.2m. 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 industrial action in the year to date has set a challenging framework for the delivery of elective activity and income targets.

4.3 Antibiotic consumption

Royal Papworth has been named as one of two trusts in the eastern region to achieve a 10% reduction since 2017 in 'Watch and Reserve' antibiotic consumption.

The Watch group contains broad-spectrum antibiotics with a higher potential of developing resistance and should only be used as a last resort when all other antibiotics have failed.

This 10% reduction means that our clinical teams are mindful and avoid the prescription of these broad-spectrum antibiotics where possible. Thank you to our antimicrobial stewardship team who provide expert leadership to all our medical and non-medical prescribers.

4.4 Serious incidents

We reported three serious incidents in the month of October. This number is unusually high for Royal Papworth and some of the incidents happened in earlier months and have been delayed in escalation. All incidents are under investigation with immediate learning already in place following initial reviews.

4.5 Autism and learning disability training

Mandatory training for staff on ensuring safe care for patients with autism or a learning disability has been launched.

Called the Oliver McGowan Mandatory Training on Learning Disability and Autism, this is the government's preferred and recommended training for health and social care staff.

As of 30 November, 18.1% (346) of eligible staff had completed the digital learning module.

4.6 Scan for Safety

Our Scan for Safety initiative has gone live, whereby we can now track and trace medical engineering equipment including medical devices and mobile digital devices.

This will help ensure better management and tracking of our high value assets. It also enables a range of tracking capabilities for other equipment and other uses and integrates with systems which are GS1 compliant.

4.7 Digital equipment

As part of this year's capital programme, the Digital team have so far refreshed 40% of our ageing WOW (workstation on wheels) estate. We are now embarking on year three of five to further improve the quality, reliability, ergonomic ability, and infection control compliance of our WOWs across the trust.

5 Collaboration: productivity

5.1 Patient safety initiative (PSI)

Focus continues on our PSI work, with the aim of reducing waiting times for people who have been waiting more than 40 weeks.

So far, nearly 400 inpatients and more than 930 outpatients have been treated under the PSI programme.

There are now 146 patients waiting 40+ weeks, 79 of which have elective plans.

5.2 Shared Care Record progress

The Shared Care Record project is in its next phase. What initially started with enabling visibility of GP records in Lorenzo will soon see neighbouring acute trust data provided on demand across Cambridgeshire and Peterborough Integrated Care System (ICS).

This will include connecting with CUH and NWAFT using interoperability, including but not limited to appointments, admissions, discharges, referrals, diagnoses, alerts, allergies, medications, and results.

Discharge summaries, clinical correspondence, MDT outcomes, operation and procedural notes, and summary documents from the date of Lorenzo go-live (June 2017) will be backloaded.

5.3 Regional leadership team visit

On 30 November, we welcomed the regional leadership team for a tour of Royal Papworth, as part of their visit to the Cambridge Biomedical Campus.

Comprising the NHS England – East regional directors and the six ICB CEOs, they were in Cambridge to be shown the opportunities on campus, the impact of our work, and the service we provide to patients across the region.

They were taken through outpatients and day ward, along the PPCI emergency heart attack pathway and were given an insight into the high-quality, highly specialised services we provide in critical care.

5.4 Nursing, midwifery and AHP research event

On 2 November, Royal Papworth hosted a collaborative nursing, midwifery and AHP research event with Anglia Ruskin, Cambridge University Hospitals and Cancer Research UK.

The guest speaker was Prof Jo McPeake, the new University of Cambridge Professor of Nursing, who spoke and then engaged the audience in a discussion on the science behind quality improvement.

5.5 Cambridge Aorta: II Aortic Isthmus Symposium

On 24- 25th November the Trust successfully hosted the Aorta Isthmus Symposium which is an annual national meeting of cardiac and vascular clinicians with national and international delegates. The aim of the meeting is to share knowledge and to tease out the best treatments for the whole of the aorta in the emergency and elective setting.

6 Reasons to be proud

6.1 Healthcare Financial Management Association (HFMA) Awards 2023

Our finance team has been shortlisted for four national awards in this year's HFMA Awards: Finance Director of the Year; Deputy Finance Director of the Year; Diversity and Inclusion; and for Team of the Year as part of the Cambridgeshire and Peterborough ICS.

This is testament to the hard work, commitment, and collaborative values of our finance team.

6.2 British Thoracic Society award

Dr Mike Davies, Respiratory Consultant, has been named as the 2023 winner of the British Thoracic Society's Meritorious Award.

The BTS Award for Meritorious Service is given in recognition of people who have given exceptional service in their field. This is a fully justified and deserved award for Mike.

6.3 Nurses visit Buckingham Palace

Two of our nurses were invited by His Majesty King Charles III to attend a reception at Buckingham Palace, celebrating and recognising the contribution of overseas nurses in the NHS.

Matt, from our clinical education team, and André, our matron for surgery, were both in attendance. Matt had a conversation with the King and shook his hand, while André spoke with our patron, HRH Duchess of Gloucester. I am very proud of both of them for representing their countries - the Philippines and Portugal respectively - as well as Royal Papworth Hospital.