

Agenda Item 1.

Report to:	Board of Directors	Date: 1 February 2024
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

This is our first Board meeting with Jag Ahluwalia as our new Chair, and the first time that we have held a board meeting without Professor John Wallwork for a decade.

I have thanked John numerous times over the past few months as he prepared to retire, but once again I would like to thank him for everything he has done for Royal Papworth Hospital and the NHS over the past 42 years, the past 10 as Chair and before that in his medical capacity as a pioneering cardiothoracic surgeon, medical director and director of research and development.

At 08:00 on Thursday 1 February he handed over to Jag as our new Chair. I am looking forward to working with Jag in this new capacity as he moves from being a non-executive director.

Congratulations to Diane who moves into the non-executive director position Jag leaves behind. Congratulations and welcome also to Charlotte Paddison who has been appointed to our associate non-executive director role, the position previously filled by Diane.

This is also our first public Board meeting for Kwame Mensa-Bonsu who has replaced Anna Jarvis following her retirement. Kwame is settling in well to his role as associate director of corporate governance.

3 Compassion: our people

3.1 New deputy directors

Continuing with the theme of new starters, we have recently welcomed new deputy directors in both the digital and finance directorates.

Alain Nyama joins us as interim deputy chief finance officer, filling in behind Sophie during her time as interim chief finance officer while Tim Glenn is on secondment at East Kent.

Dr Raj Vaithamanithi is our new deputy director of digital, working underneath Andy Raynes, and has already had a few weeks getting out and about across the organisation meeting teams and people.

In workforce, we also welcomed a new assistant deputy director of workforce, Claire Norman, who started at the beginning of the year.

Welcome to Alain, Raj and Claire, and to all of our new starters in January.

3.2 Recruitment and retention

Recruitment and retention of staff continues to be one of our main priorities throughout 2024.

Our recruitment team have begun 2024 where they ended 2023, running their first recruitment event of the year, on Wednesday 17 January. This was a virtual event where we were pleased to offer jobs to seven registered nurses.

Our vacancy rate continues to come down, which we are monitoring closely alongside our turnover rate. I am sure there will be more focus on this when we get to the workforce update later.

3.3 Leadership and Management Development Programme

Three more cohorts of managers graduated from our LMDP in December. We have now had six groups – and approximately 100 people - complete the nine-month training course, which is part of our Compassionate and Collective Leadership programme.

We recruited to cohorts 9 and 10 at the end of last year and received more applications than we have ever had before.

4 Excellence: quality

4.1 Another Royal Papworth first

On 12 January we implanted a new type of defibrillator in two patients in some of the first cases in Europe outside of clinical trials.

This new defibrillator – an extra-vascular implantable cardioverter defibrillator (EV-ICD) – represents the biggest change in ICD technology in more than a decade.

It is safer for patients because it is placed closer to the heart, meaning it requires less energy. The battery is both smaller and lasts several years longer than previous devices, meaning it doesn't need to be replaced as often. It is also able to deliver rapid pacing to treat some fast heart rhythms without needing to shock the heart.

Thank you to our cardiology, cath lab and day ward teams for continuously innovating and improving the care we provide to our patients.

4.2 Financial position

At month 9 (December), the trust is reporting a surplus of £4.7m. This reflects additional funding provided by the government to alleviate the impact of industrial action.

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, and collectively mitigate the financial implications.

4.3 Surgical site infections

Surgical site infection rates continue to be a focus of our attention. Our reportable rates to the UK Health Security Agency for Q2 were 5.3% which is a slight reduction from previous quarters but remains above the UKHSA benchmark.

Improvement work and monitoring of compliance with standards and infection control protocols continues to be a priority.

4.4 Autism and learning disability training

Our rollout of the national training to support patients with autism and learning disabilities continues.

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

As of 15 January, 36% of eligible staff had completed the Tier 1 digital learning module.

4.5 Patient safety training

On 1 January we launched the patient safety incident response framework (PSIRF). This is a national framework focusing on a systems-based approach to incident investigations.

A number of staff have completed training in the methodology, use of the investigation tools and the governance and oversight structures. Training is ongoing with a further cohort of clinical staff having just taken up places.

5 Collaboration: productivity

5.1 Operational update

The last period has been exceptionally challenging operationally at a system level across Cambridgeshire and Peterborough.

The combination of increased demand over the festive period and industrial action has put enormous pressure on emergency pathways and has impacted upon patient experience. The system has responded as a collective and I am incredibly proud of how our teams and staff across the trust have responded to the ask for us to lean in and open additional unfunded capacity to support.

This capacity was utilised to expedite transfers to Royal Papworth Hospital of patients who were in general hospitals and would have come to us anyway. This is in contrast with taking patients that are pre-discharge and medically fit to go home, as occurred last year as part of the nested ward initiative. My thanks to all those involved.

5.2 Industrial action

As referenced above, we faced two challenging periods of industrial action in December and January. Junior doctors were on strike for three days before Christmas, followed by a six-day strike in early January.

The BMA are due to hold a re-ballot of junior doctors in England to extend their mandate for strike action. The ballot takes place from 7 February to 20 March.

Consultants have meanwhile narrowly rejected a pay offer from the government, which means we could see further consultant strikes.

We will stand up our industrial action taskforce if required to plan for future industrial action. I am grateful to the team involved in that planning for making sure we are in the best possible position to continue providing safe care to our patients during strikes.

6 Reasons to be proud

6.1 Staff Awards 2023

We held our staff awards ceremony on Thursday 14 December at Homerton College in Cambridge, with 200 people in attendance. It was a fabulous evening filled with celebrations of our people and their achievements throughout the year.

The stories of people's excellence, compassion and collaboration were truly humbling to hear. Congratulations to everyone who were winners and highly commended. We are already looking ahead to our 2024 event and making it even better.