

**Agenda Item 1v**

<b>Report to:</b>	<b>Board of Directors</b>	<b>Date: 2 July 2020</b>
<b>Report from:</b>	<b>Chief Executive</b>	
<b>Principal Objective/ Strategy and Title</b>	<b>Chief Executive Report</b>	
<b>Board Assurance Framework Entries</b>	<b>Governance</b>	
<b>Regulatory Requirement</b>	<b>N/A</b>	
<b>Equality Considerations</b>	<b>None believed to apply</b>	
<b>Key Risks</b>	<b>N/A</b>	
<b>For:</b>	<b>Information</b>	

**1. Purpose/Background/Summary**

This report provides the Trust Board with a monthly update from the Chief Executive.

**2. Operational update**

**2.1 Our response to the COVID-19 pandemic**

At the time of writing, we are caring for 12 patients with COVID-19 at Royal Papworth Hospital, representing a significant fall since last month. To date, we have cared for 124 patients with the virus, including 97 who were admitted to our critical care department. Eight of our COVID-19 patients have now been discharged, with 13 still undergoing active treatment. Sadly, 22 patients with COVID-19 have died in our hospital and I would like to offer my sincere condolences to their loved ones.

Although we are now seeing fewer numbers of patients with COVID-19, we continue to experience much higher demand than usual for our ECMO service and remain ready to receive transfers of critically ill patients requiring our specialist services.

**2.2 Recovering our elective activity**

We have now developed a clinical strategy for recovering our elective activity, which was paused earlier in the year to enable us to cope with the pandemic. Gradually, as we experience less demand for our critical care services, we have been able to return redeployed staff to their usual roles, enabling us to increase our services in other areas. Our Clinical Decision Cell, a team of senior clinicians which was established to manage the treatment of our COVID-19 patients, is now responsible for prioritising our elective activity for patients most in need of treatment.

In the last few weeks, we have experienced significant demand for our emergency cardiology pathways, possibly due to patients having put off reporting their symptoms at the height of the pandemic. This has put significant pressure on the availability of

our cardiology beds, so we have taken the decision to re-open our cardiology ward on 4NW as a 'green zone' for cardiology patients who do not have COVID-19. We are also experiencing a 'rebound' in referrals of patients with lung cancer symptoms. Although we did not stop lung cancer treatment at any point during the pandemic, we are concerned that delays in referrals will impact on outcomes for lung cancer patients in the months ahead.

### **2.3 Changes to the hospital environment**

In the last month, we have carried out risk assessments in all areas of our hospital and at Royal Papworth House and have made significant changes to the built environment in order to keep staff and patients safe. Our estates team has reconfigured office areas to support social distancing and installed Perspex screens between desks and at reception areas to minimise the risk of cross-infection between staff and patients.

In mid-June, we implemented new government guidance which requires staff and patients to wear surgical masks in any areas of the hospital which have not been identified as 'COVID-Secure'. Certain areas of the hospital – including the ground and first floor admin areas of the hospital – have been designated as COVID-Secure because they meet certain criteria set out in government guidance. Outpatients and visitors are also asked to wear surgical masks or face coverings when visiting the hospital.

### **2.4 Staff testing**

Since early June, we have been carrying out COVID-19 antibody testing for all staff and have now tested more than 1,300 staff members, of whom around nine per cent have tested positive for antibodies. This is consistent with the positive rate in the general population in this part of the country. We are also still carrying out antigen testing for staff who are showing symptoms of COVID-19.

## **3 Financial update**

### **3.1 New financial framework**

The Trust continues to operate within the re-designed financial framework put in place by NHS England in response to COVID-19. In this context, the Trust reported a breakeven financial position in May, which is in line with our regulator's expectations.

Looking forward it is clear that, like all other NHS organisations, COVID-19 has had a profound impact on our productivity and cost base. Currently, issues affecting productivity include the number of staff who are shielding or self-isolating, new infection control procedures that increase the turnaround time between cases and the increase in the number of patients needing our care due to COVID-19.

The Trust's Clinical Decision Cell has set out a clear strategy which is designed to produce the greatest patient benefit from the staff and infrastructure we have available to us. We are working on how to get our staff back to work safely, how to improve productivity through our key infrastructure assets, and how to work differently to increase the scale and services we can provide to best serve our population. We also continue to work with our partners in the Sustainability and Transformation Partnership (STP) area and region to explore how we might be able to accelerate these changes for the benefit of patients.

## 4. Clinical update

### 4.1 Participation in clinical trials

The Trust continues to participate in national trials to assess the effectiveness of existing drugs in treating COVID-19. So far, we have enrolled 59 patients into the RECOVERY trial, 19 patients into the GenOMICC trial, 33 into the BioResource trial and 129 into the Clinical Characterisation Protocol (CCP) study. We were pleased to hear the news last month that the RECOVERY trial has shown dexamethasone to be effective in improving survival rates in certain patients with COVID-19.

## 5 Workforce and employee engagement

### 5.1 Staff debrief project

In order to cope with the dramatic increase in patients needing critical care due to COVID-19, we took the decision to redeploy many of our staff to different roles during the pandemic. We are now carrying out a debriefing project to ask all of these staff about their experience of being redeployed and learn any lessons in case we ever need to take a similar approach in future. As well as asking all redeployed staff to complete a survey by email, we will also select a representative number of redeployed staff to take part in one-to-one interviews so that we get a richer understanding of the challenges these members of staff faced in being redeployed.

### 5.2 Black Lives Matter campaign

In May, the world was shocked by the death of George Floyd, an African-American man who died in police custody in the US. His death has sparked a global 'Black Lives Matter' campaign to protest against racial inequality and has inspired many people of all backgrounds to reflect on what needs to change to achieve equality and justice for black people and those in other minority groups. Here at Royal Papworth Hospital, we have been reflecting on the journey we are taking as an organisation to create a better experience for BAME staff and the changes we can all make to promote racial equality at work. We are proud of what has been achieved through our BAME network since its inception in 2018, but we recognise that we have more to do as an organisation to promote diversity and inclusion. In particular, we want to focus our attention on supporting more BAME staff members into senior roles across the organisation. I would like to thank our BAME Network Lead Judy Machiwenyika for all the work she has done to promote issues that matter to BAME staff, especially during the pandemic. Judy has played an incredibly important role in listening to our BAME staff, raising their concerns with our executive team and advising us on what measures we need to put in place to ensure our BAME staff feel supported and protected at work.

### 5.3 Revised staff risk assessment process

Further to updated medical evidence about risk factors for COVID-19, the Trust has introduced a new individual COVID-19 risk assessment process to help us keep all of our staff safe. The latest evidence shows that staff from Black, Asian and Minority Ethnic (BAME) backgrounds are disproportionately impacted by the virus – this is also true for male staff, older staff and those with a high Body Mass Index (BMI). All of our staff have been asked to complete the new risk assessment online in the last month, and any staff identified as being at higher risk will be contacted individually to discuss the implications of the risk assessment on their ability to carry out their work safely.

#### **5.4 Royal Papworth Charity COVID-19 Appeal**

At the beginning of the COVID-19 outbreak, Royal Papworth Charity launched an appeal to raise funds to support staff and patients during the pandemic and beyond. As a result of the appeal, we are planning to introduce a range of initiatives to support the wellbeing of our staff and patients in the months and years ahead. One of the most important initiatives will be the provision of a psychological wellbeing service for staff who experience mental health issues as a result of the pandemic. We will also introduce a new staff intranet to support communication between staff across different departments and locations, as well as free tea, coffee and milk for staff at the hospital, Royal Papworth House and for our colleagues who work at our staff accommodation in Waterbeach. Following feedback from staff and patients, we will also introduce a number of new initiatives for patients, including iPads to help them communicate with friends and relatives during their hospital stay and gift cards for matrons to fund items from our hospital shop for our patients who do not have visitors to help make their hospital stay more comfortable.

### **6 Digital update**

#### **6.1 Managing cyber security threats**

Alongside other organisations across the world, we are experiencing regular cyber security threats and maintaining a high level of vigilance to keep our systems safe. We have seen phishing attempts to steal data as well as unauthorised access to emails which has led NHS Digital to coordinate password changes across the NHS. We are regularly reminding our staff to look out for any suspicious emails and report them to our Digital team.

#### **6.2 Integrated Health and Care Record (IHCR)**

We are progressing plans to develop an Integrated Health and Care Record (IHCR) system for patients across the Cambridgeshire and Peterborough Sustainability and Transformation Partnership (STP). Last month we took part in a market engagement event with 50 suppliers to discuss the scope of the project which will help improve care for patients who access services from a range of different NHS providers.

### **7. News and updates**

#### **7.1 Staff Awards 2020**

In March 2020 we had to cancel our annual staff awards ceremony at short notice in order to cope with the pandemic. On Wednesday 17 June 2020 we decided to recognise the nominees by holding a socially-distanced staff awards day instead. Throughout the day, we surprised the nominees in their place of work and held a presentation in the hospital's atrium later in the day, with staff who were working at home joining via video conferencing. We involved staff who were working at home or shielding by sending them gift packs and cards in the post, and in one case even visited a staff member on their doorstep to let them know they had won an award. Despite the challenges of organising an event in the current climate, we received excellent feedback from staff who appreciated being recognised in this way. I would like to thank our sponsors - Philips, Gamma, Media Studio, Meridian, Jones AV, Canon, Mindray, Troup Bywater + Anders and Royal Papworth Hospital Charity – who were very understanding of our decision to host a different kind of staff awards event this year.

## 7.2 **Cystic Fibrosis Trust CF Week**

During the week beginning 15 June we marked CF Week in the hospital by inviting two of our cystic fibrosis patients take over our Twitter and Instagram accounts to share their stories of what daily life is like for patients with cystic fibrosis. Luke Peters and Sammie Read, who are good friends, spoke to us about how the team at Royal Papworth Hospital has helped them to lead full lives into their 40s.

## 7.3 **BBC2 series The Choir: Singing for Britain**

Earlier this year, one of our trainee critical care nurses, Hannah Gingell, was spotted playing the piano in our hospital atrium and was later invited to take part in Gareth Malone's BBC2 series 'The Choir: Singing for Britain' which looks at how key workers have used music to help them during the COVID-19 crisis. The three-part series will conclude next Tuesday 7 July.