

REPORT TO THE TRUST BOARD (PUBLIC)

TITLE	Chief Executive Officer's Report
AUTHOR	Caroline Walker, Chief Executive
EXECUTIVE SPONSOR	
DATE OF MEETING	29 September 2020
PRESENTED FOR	Information/Consideration/Approval

PURPOSE OF THE REPORT

To provide an update on the Trust's main strategic and stakeholder issues of the month

COMMITTEES/SUBGROUP WHERE THIS ITEM HAS BEEN CONSIDERED

none

RECOMMENDATIONS

- The Committee is asked to note and discuss the contents of the report*

STRATEGIC GOALS THIS REPORT SUPPORTS (Check all that apply)

Delivering outstanding care and experience	<input checked="" type="checkbox"/>
Recruiting developing and retaining our workforce	<input checked="" type="checkbox"/>
Improving and developing our services and infrastructure	<input checked="" type="checkbox"/>
Working together with local health and social care providers	<input checked="" type="checkbox"/>
Delivering financial sustainability	<input type="checkbox"/>

RISKS RELEVANT TO THE PAPER

Risk ID	Risk Description
none	none

OTHER IMPLICATIONS OF THE PAPER

Legal/ Regulatory Relevance:	NHS Improvement: Foundation Trust Governance
NHS Constitution Delivery	<i>None</i>
Freedom of Information Release	This report can be released under the Freedom of information Act 2000

Equality and Diversity Implications <i>(Check all that apply)</i>								
Age	Gender	Ethnicity	Disability	Pregnancy/ Maternity	Marriage/ Civil Partnership	Religion/ Belief	Sexual Orientation	Gender Reassignment
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<i>Additional comments</i> This report covers services and individuals equally and there are no specific equality and diversity issues for consideration								

1. TRUST CORONAVIRUS (COVID-19) RESPONSE AND RECOVERY UPDATE

- 1.1 Sadly, since my last update to the public board meeting in July, we have lost a further 9 patients to the Covid-19 infection. This brings the total number of Covid deaths in our hospitals to 259 since the pandemic began. Our condolences go out to the families and loved ones of those who have died. The number of patients who have sadly lost their lives has slowed considerably compared with the figures we recorded in April and May. In addition, the number of Covid-positive patients requiring hospital care for their infection dramatically reduced over the late summer and is currently low.
- 1.2 However, we are prepared and ready to respond to any potential second wave of infections. We have regular meetings with our local and regional health system partners to monitor the pattern of recorded infections across the communities we serve. This will allow us to predict potential surges and review and plan our activities accordingly.
- 1.3 We are now nearly two months into the Phase 3 recovery period (1 Aug 2020 to 31 Mar 2021), which has seen us re-start more routine elective work and return to near-normal levels of outpatient appointments for the majority of specialties – although almost 50 per cent of these are now taking place digitally via telephone or video consultations. We will continue to limit the number of patients and visitors coming to our hospitals to help protect them and our inpatients and staff from the risk of spreading infection.
- 1.4 Working our way through waiting lists that built up prior to, and during, the pandemic period continues to be a priority and is a challenging process. I am grateful to the teams working on this and to our patients for bearing with us. We are working hard to provide patients with an update on the timings they can expect for their care. I can appreciate how difficult it can be to be waiting for an appointment and we are working with our primary care partners to do all we can between us to ensure patients are kept informed throughout the process.
- 1.5 The coming months will be key in helping us to understand the ongoing impact of Covid-19 as we head into winter. I can assure all our stakeholders that we are closely monitoring the potential challenges and risks that may affect the delivery of our healthcare services. We have tried and tested plans in place that we will call upon to

help us continue with the safe running of our hospitals in the event of a second wave of the pandemic.

2. PREPARING FOR WINTER

- 2.1 One of the ways we are preparing for increased activity and pressures over the winter, is by ensuring as many staff as possible can be vaccinated against the flu. We have taken delivery of our first batch of this year's vaccinations and have started our staff vaccination programme this week.
- 2.2 On average, flu kills approximately 11,000 people each year – some years this number is much higher – and it hospitalises many more. This is anything but a typical year due to the potential impact of flu and Covid-19 circulating at the same time. It's now more important than ever that we act to protect ourselves, our teams, our families and patients from getting flu.
- 2.3 I would encourage all staff to take up this free vaccine offer. We are aiming for more than 75% of all patient-facing staff to have the vaccination to help ensure we can be more resilient this winter.
- 2.4 An NHS survey found that patients feel safer, and are more likely to get vaccinated themselves, when they know staff are vaccinated too. It is vital we do all we can right now to reassure patients the NHS is here for them, and that we can see them safely.
- 2.5 Another way we hope to improve services for our urgent and emergency care patients this winter is by launching a 111-style pilot in our Emergency Department at Peterborough City Hospital. This is part of a national initiative taking place in other hospitals across the country this winter.
- 2.6 Our Emergency Department team is working with the NHS 111 service ensure patients are seen by the right person, at the right time, in the right place. From now on, patients attending our Emergency Department, will be assessed upon arrival. If they have not been referred by a healthcare professional, or NHS 111, and do not require care from the Emergency Department, then patients will be redirected to call NHS 111, or advised to visit the most appropriate healthcare service for their condition – which could be their own GP surgery, a local Urgent Treatment Centre (UTC) or Minor Injury Unit (MIU), their pharmacy, or to go home and follow advice given in the department.
- 2.7 We ran a version of this service at Hinchingbrooke earlier this year, prior to the pandemic, with some notable success. The plan is to roll the out across our Sustainability and Transformation Partnership.

3. LEARNING LESSONS FROM OUR COVID-19 EXPERIENCE

- 3.1 Over the past six weeks, we have been gathering detailed feedback from our staff on their experiences at work during the Covid-19 pandemic. We aim to make some key improvements to the way our hospitals are run thanks to the valuable lessons learned during this challenging and high pressured period.

- 3.2 Staff have been telling us what worked well (and there is lots for us to be proud of), what else could have been done to make systems and processes work better, and what it felt like for them being at work, delivering healthcare services, during the pandemic.
- 3.3 Thank you to all the staff who took part in the feedback sessions – which were hosted online via a survey, in socially-distanced face-to-face sessions across our hospital sites and virtually via MS Teams. The information gathered in these sessions is being collated and will be available to staff in October. From there we will look to implement any changes that will improve the running of our hospitals going forward.

4. URGENT TREATMENT CENTRE RELOCATION PROPOSAL

- 4.1 An eight-week-long public consultation on plans to relocate the Urgent Treatment Centre (UTC) and GP Out of Hours (OOH) services to Peterborough City Hospital from the City Care Centre in Thorpe Road, Peterborough, ends tomorrow. The proposal was made to allow better collaboration between the Emergency Department minor presentations, the UTC and the GP OOH, through an Integrated Urgent Treatment Centre.
- 4.2 The Health Scrutiny report, agenda item 4, is available to view online at: <https://democracy.peterborough.gov.uk/ieListDocuments.aspx?CIId=658&MIId=4428>
- 4.3 The public consultation has been run by our commissioners, Cambridgeshire and Peterborough Clinical Commissioning Group. We expect to hear the outcome of the consultation in the coming month. The Business Case for this proposed service will be presented to the Board of Directors next month.

5. TENDERING OF SOME SOFT FACILITIES MANAGEMENT SERVICES

- 5.1 The Trust has looked into re-tendering some of the facilities management services that we and our delivery partners are currently providing at Peterborough City, Hinchingbrooke and Stamford and Rutland Hospitals. This is due to the fact the current contract for these services is coming to an end. We have to ensure that we are providing the best value for money for taxpayers while maintaining the high quality services that we and our patients expect.
- 5.2 These services include the provision of cleaning, catering, portering, linen and security at both Hinchingbrooke Hospital and Stamford and Rutland Hospital, as well as cleaning and linen services within our staff accommodation buildings. The tender process will also include the current cleaning contract for the Robert Horrell Macmillan Centre and off-site Health Records facilities for Peterborough City Hospital.
- 5.3 In addition to this we are also looking to tender grounds, gardens and pest control services, which will provide services to each of our three main sites.
- 5.4 We are working closely with approximately 70 additional Trust staff currently affected by this process and the existing service providers as well as representatives from the unions UNITE and UNISON. We will keep staff updated via regular briefing sessions to discuss any concerns they may have and to ensure that they are aware of the timetable and approach being taken.

6. RISK AWARENESS WEEK

- 6.1 The Trust has held its first Risk Awareness week to highlight to staff how the organisation manages the risks associated with delivering healthcare services to our local population or running our buildings.
- 6.2 Although not all staff will be required to manage risks within their department as part of their role, by being aware of the risk management process, and taking part in it if and when necessary, we can all better support the safety of our patients, visitors and colleagues across our organisation.
- 6.3 Thank you to the Governance Team who have organised this awareness week, which includes a video featuring many of our staff, and some useful drop-in sessions where staff can find out more about the part they can play in identifying, recording and supporting the management of our risks.

7. ANNUAL PUBLIC MEETING

- 7.1 Our Annual Public Meeting is scheduled to take place on Tuesday 6 October at 6pm to 6.45pm.
- 7.2 Dr Kanchan Rege, Deputy Chief Executive and Chief Medical Officer, will be our guest speaker, giving a presentation on our Trust's response to the Covid-19 pandemic – after which I will present the Annual Report and Accounts for 2019-20.
- 7.3 This event is being held via MS Teams, to enable us to comply with social distancing requirements. We have invited questions to be submitted in advance from our virtual audience and these will be responded to as part of the question and answer session at the end of the meeting.
- 7.4 I hope as many of our stakeholders as possible can join us for this event, which is usually well attended when we hold it in our hospitals.

8. CHIEF OPERATING OFFICER

- 8.1 Our Chief Operating Officer Graham Wilde has decided to step down from his post in March 2021 after completing two years at our Trust. Graham is planning to look for a new challenge in his career, be that a new role or indeed the chance for retirement. He has provided six months' notice to help support what I hope will be the seamless appointment of his successor.
- 8.2 I would like to thank Graham for his dedication and leadership and, on behalf of the board of directors, wish him well for his future career and life plans. I will provide an update in due course on the process to recruit to the Chief Operating Officer role.

9. TRUST NEWS HIGHLIGHTS

- 9.1 **PCH named East Anglia's training hospital of the year:** Congratulations to the orthopaedic team at Peterborough City Hospital which has been recognised for the training it provides to trainees by the Cambridge Trauma and Orthopaedic Club. This award is based upon trainee feedback, looking at the educational quality and experience

gained in the previous year by trainees on rotation in the region's hospitals. Peterborough rated highly in both clinic and theatre exposure, with an emphasis on the number of core cases the trainees need to complete training. Orthopaedic Consultant, Mr Amresh Singh was also named Trainer of the Year in particular for his devotion to providing individual teaching and training during the pandemic period.

- 9.2 **Research Nurse Fiona appointed Honorary Visiting Fellow at Anglia Ruskin University:** Dr Fiona Maxton, our lead nurse for Research and Development, is due to complete a three year period with the Faculty of Health, Education, Medicine and Social Care having recently been appointed as an Honorary Fellow. As part of her role, Fiona will provide research education and supervision. This is a fantastic achievement for Fiona and will help the Trust develop even greater links with Anglia Ruskin, particularly to grow and promote research among nursing, midwifery and allied health professionals.
- 9.3 **Trust links with charity to deliver cancer medication to patients:** Cancer patients under the care of our hospitals are being given the opportunity to have their medication delivered to their door as a result of our Trust working with Serv - Suffolk and Cambridgeshire. This charity provides an essential service to local NHS hospitals by transporting blood, blood products, pathology sampled and donated breast milk 365 days a year. However, it has now expanded its service to deliver prescription medication to patients who are shielding and unable to arrange collection of their medication. Already more than 500 sets of medications have been delivered to patients across the Peterborough and Huntingdon areas. Thank you to the team at Serv - Suffolk and Cambridgeshire for providing this invaluable service.
- 9.4 **New drive-through respiratory clinic launched:** I wanted to celebrate and highlight the work of our Respiratory Investigations team for the work they have put in to launch our first-ever drive-through clinic which allows patients to have a lung function test without leaving their car. The service was launched this month and is among the first in the country. It has been put in place to reduce the risk of Covid-19 to vulnerable patients as well as reduce waiting times. A spirometry lung function test is used to monitor certain lung conditions and it is important that we continue to perform these tests to ensure patients are treated in a timely manner. Congratulations to the team and the support staff who have helped develop this service.

Caroline Walker
Chief Executive