

CEO UPDATE

REPORT TO COUNCIL OF GOVERNORS PUBLIC MEETING

TITLE	Chief Executive Officer's Report
AUTHOR	Caroline Walker, Chief Executive
EXECUTIVE SPONSOR	Rob Hughes, Chairman
DATE OF MEETING	30 November 2020
PRESENTED FOR	Information

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 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 *(Check all that apply)*

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

- 1.1 Since my last update to the public board meeting in September, we have entered the second wave of the COVID-19 pandemic and a second period of national lockdown. This region appears to have not yet experienced the same higher level of infections as other parts of the country, for which we are both relieved and grateful. However, we have seen a rise in community cases and in the number of patients needing hospital care. As a result, we increased visiting restrictions in October and refreshed our Trust surge plan to ensure staff are aware of the steps we are taking to manage current COVID patient care and any potential increases that may occur.

- 1.2 We are extremely grateful to the public for their understanding in not being able to access hospital as they would normally. As well as not being able to physically visit most inpatients, we are asking that, where possible, patients are not accompanied for any outpatient or diagnostic appointments. Unlike the first wave of the pandemic, we are continuing to operate services as much as we can to help prevent any further growth of our waiting lists. 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.
- 1.3 As we entered the second lockdown period, we asked those staff who can work from home to do so. However, I am mindful that this is not a prospect for anyone in a patient-facing role. To help us to better understand how these groups of staff are feeling, members of the Board and the Trust senior team undertook a Night Walkabout at each of our main hospital sites in October. The aim of these visits was to talk to staff on the wards about their pandemic experience and how they are currently feeling. This was a really useful exercise and a great way for board members to stay in touch with staff at the frontline. As a result of these visits, we are reminding staff of the health and wellbeing support they can access at work and reviewing what else we can do as an organisation to help our staff through another challenging period.
- 1.4 We are working with our local health system partners to respond to the region-wide plan for administering the new COVID-19 vaccine. We will be able to issue more up to date information on what the mass vaccination programme will look like in the coming days. It is certainly welcome news that a vaccine has been developed in time for roll out before the end of 2020.
- 1.5 In addition, we have this week begun participating in the national programme to introduce Lateral Flow testing for our asymptomatic clinical staff. The voluntary test is to be taken twice a week, fitting in with shifts. This should be a significant step in reducing any risk of infection from asymptomatic staff and help keep the hospital safe for both patients and colleagues.
- 1.6 I am grateful to our staff for their continued support at a time when I know many still feel tired from the first wave of the pandemic and are understandably apprehensive about wave two. It is important to me to convey a heartfelt thank you to our staff on behalf of the Trust Board. As we come to the end of 2020 and reflect on what a unique year it has been, it feels both appropriate and timely to issue a formal thank you for the way staff have adapted to continue to care for our patients throughout such testing times. I will shortly be writing to all staff members to formally record the gratitude of the Board of Directors. We are also planning a commemorative item for all staff to keep as a memory of an NHS year like no other.

2. PREPARING FOR WINTER

- 2.1 We are already seeing an increase in emergency admissions of non-COVID patients – a sign that winter has arrived at NWAngliaFT. Our medical teams have been working hard to manage capacity with fewer beds available to them due to a number being segregated for COVID-19 patients only and for infection control requirements.
- 2.2 Our staff have so far responded well to the call to take up their flu vaccine – currently we are close to 58% of staff receiving their jab. The programme has been slowed at times due to disruption in supplies coming to the Trust, but our Occupational Health Team and group of Peer Vaccinators have been proactive in their approach to cover as many departments and areas as possible.
- 2.3 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.

3. REDEVELOPMENT WORKS AT HINCHINGBROOKE HOSPITAL COMPLETE – PHASE 1

- 3.1 I am pleased to report that Phase 1 of the project to redevelop Hinchingsbrooke Hospital was delivered earlier this month, as per the project timetable. This part of the project has seen works completed to improve and redevelop urgent care services in order to better meet the requirements of our growing population.
- 3.2 Improvements have been made to the Emergency Department which will offer patients more privacy and provide separate space for children to be cared for. We have also expanded the Ambulatory Care Unit which will enable many more patients to have treatments there which would previously have been carried out as an inpatient. These changes will support a better flow of patients through the department and improve their experience.
- 3.3 This work has taken place over the past eight months while the departments have been operating as normal – so it is particularly impressive that the work has stayed on course. Thank you to all the teams involved in the project. We hope we will see the benefits as we head into winter.
- 3.4 **Phase 2** of the redevelopment will see us build seven new replacement theatres. We will be submitting an outline business case to our regulators in December and, subject to all necessary approvals, the works are anticipated to start in Summer 2021 at the latest and complete by Summer 2022. The new theatres will provide the efficiencies that we do not see in the older ones and will improve the experience for patients and staff.

4. URGENT TREATMENT CENTRE RELOCATION CONSULTATION OUTCOME

- 4.1 On 3 November, at their Governing Body meeting, Cambridgeshire and Peterborough Clinical Commissioning Group approved proposals to relocate the Urgent Treatment Centre from the City Care Centre on Thorpe Road, Peterborough, to the Peterborough City Hospital site. They agreed the move will not occur before 1 April 2021. Now the decision has been made, we can start working through the next steps to develop an integrated patient-centred care model that will benefit our population.
- 4.2 Alongside the physical move of the service, we are about to commence reconfiguration works across the emergency floor at PCH to provide us with more clinical capacity, facilitate the Urgent Treatment Centre move and embed some of our new care models such as the Surgical Assessment Unit.
- 4.3 A more detailed update on this work can be found in the Operations Report by our Chief Operating Officer Graham Wilde.

5. HINCHINGBROOKE HOSPITAL CONCRETE PANELS UPDATE

- 5.1 Hinchingsbrooke Hospital is one of four hospitals in the East of England affected by structural issues relating to the concrete panels used in the construction of some of the walls and roof. Since the issue came to light 12 months ago, we have appointed structural engineers to undertake a full survey of the site, which has involved thousands of panels to be checked. This work is almost complete and remedial actions taken where any faults have been detected.
- 5.2 To date, we have found a small number of panels with some issues, such as deflections, cracking and some water ingress. In some areas of the hospital we have put in place acro-props as a precautionary measure while we seek more permanent solutions to the support of the affected panels. We will now complete annual surveys of the building to check the condition of the panels.
- 5.3 We are working closely with our regulators to manage any ongoing risks and the Board of Directors reviews a monthly report on management of the issue. Guidance issued by NHS England advises replacing the affected hospital buildings by 2035. We are therefore accelerating the work to get approval for a full hospital rebuild at Hinchingsbrooke Hospital, which forms Phase 3 of our redevelopment programme.

6. CAMBRIDGESHIRE AND PETERBOROUGH INTEGRATED CARE SYSTEM

- 6.1 Work to create an Integrated Care System for Cambridgeshire and Peterborough is continuing at a pace. North West Anglia NHS Foundation Trust is an active partner in this work along with other local NHS organisations and

councils. Together we are working to develop services centred around the needs of the people in our local communities so that they can live healthier lives and get the care or treatment they need in the right place at the right time.

- 6.2 More information on the development of the ICS and the contribution being made by NWAngliaFT is available in the Strategy and Transformation Update by our Chief Strategy and Transformation Officer, Dr Arshiya Khan.

7. SOFT FM SERVICE TENDER – ALL TRUST SITES

- 7.1 The Trust has reached an agreement with the recognised trade unions UNITE and UNISON on the next steps of a project to tender for Facilities Management services at its hospital sites.
- 7.2 While the Trust will continue to run the tender process for services currently provided by external contractors (plus some additional services such as security and helpdesk) it has been agreed that existing in-house services will no longer be part of that tender. This means that 72 staff members involved in the provision of catering, portering, logistics and linen services at Hinchingsbrooke Hospital will continue to be employed directly by NWAngliaFT.
- 7.3 We have been working closely with the staff involved in providing these services and have listened to their views on how we can provide the best value for money for taxpayers while maintaining the highest quality services for patients.
- 7.4 We will work to the original timetable for announcing our preferred contractor for the remaining procurement process in January 2021 and for services to start in April 2021.
- 7.5 Thank you to our staff and our Union colleagues for working with us to agree the way forward.

8. PREPARING FOR BRITAIN'S EU EXIT

- 8.1 At 11pm on 31 December 2020, the UK will leave the EU Single Market and Customs Union. This will mean new border and customs procedures apply, regardless of whether the UK and EU agree a trade agreement. In readiness for the end of the transition phase, and to manage any risks associated, the Trust has reviewed its EU Exit preparation activities. We are working with our regulator NHS Improvement, and NHS England on managing any requirements that may arise from this change.

9. LONG SERVICE – CHANGE TO THE WAY IT IS RECOGNISED IN OUR TRUST

- 9.1 The NHS workforce is made up of many dedicated and long-serving staff, and

I have received a number of emails from them about their thoughts on how we recognise long service. Many feel that our long-service celebrations aren't right because we don't recognise all NHS service, only service at NWAngliaFT and the Trusts that existed pre-merger.

- 9.2 As a result, we have decided, from this year, to include all NHS service in our recognition awards. Long service will be awarded later in the year, however due to COVID-19 restrictions on gatherings, the awards will be presented within divisional areas. More communications will be issued soon, but I look forward to seeing lots of staff at the events we are planning to celebrate years of dedicated service to the NHS.

10. TRUST NEWS HIGHLIGHTS

- 10.1 **Filipino nurse recruits celebrate 20-year milestone:** On 10 November we recognised the 20-year anniversary of the first Filipino nursing recruits arriving in Peterborough to begin caring for our patients. The Trust is hugely indebted to that first cohort of 36 nurses who relocated to the UK to support the NHS – and indeed all the cohorts that have followed them in the past two decades. From that first group who arrived in the year 2000, we still have 10 staff who remain working in Peterborough, whereas others have moved on. On behalf of the Trust Board of Directors I congratulate them all on achieving such a fantastic service milestone.
- 10.2 **Trust shortlisted in Chartered Institute of Governance Awards:** The work of the Trust has been recognised in two separate nominations which have been shortlisted in the Chartered Institute of Governance Awards which take place tomorrow (26 November) via a virtual event. Congratulations to Deputy Company Secretary Paul Denton, who is nominee in the Governance Professional of the Year category. The work of our Ordinary Residency Team has also been shortlisted in the Diversity and Inclusion Category. This is an excellent result. Good luck to all!
- 10.3 **PCH Play Specialist named runner-up in national awards:** Nicola Wright, Senior Play Specialist at Peterborough City Hospital has achieved third place in the national Starlight Health Play Specialist of the Year Awards 2020. Nicola's great work to engage children who are dealing with ill health was an inspiration to the colleague who nominated her. Congratulation to Nicola for a fabulous achievement.
- 10.4 **Overseas recruitment team nominated for UK award:** Our Overseas Recruitment Team has been shortlisted in this year's Nursing Times Workforce Awards in recognition of their work supporting international nurses. The team, which recruits nurses from across the world to work at Peterborough City, Hinchingbrooke and Stamford and Rutland Hospitals, are finalists in the Best

International Recruitment Experience category. The award recognises an organisation's strategic approach to the improvement of overseas nurses' experience of recruitment to the UK. The awards ceremony takes place on 2 December. Good luck to all involved!

- 10.5 **Staff support their local communities this Christmas:** As part of our Trust Christmas celebrations this year, staff have been keen to support the communities that showed them so much gratitude during the first few months of the COVID-19 pandemic. Staff will be contributing to a virtual version of the 'Giving Tree' at both Peterborough City and Hinchingsbrooke Hospitals to support vulnerable children in our communities by having some presents to open on Christmas Day. In addition, teams across the Trust are also supporting our Christmas Hamper initiative which will see the gather food and toiletry items to be donated to food banks in Peterborough, Huntingdon and Stamford.
- 10.6 **Celebrating the 10th anniversary of Peterborough City Hospital:** On Sunday 15 November we marked the 10th anniversary of the opening of Peterborough City Hospital. In the past decade we have seen some fantastic developments in local acute healthcare provision for our communities. The new PCH brought services to the city, such as radiotherapy, a renal unit and a dedicated facility for women and children that had previously not been available. It was great to look back over the memories of November 2010 on our social media channels over the anniversary weekend, and remember the staff that helped make the big move happen. I am sure the next decade will bring more exciting developments for the hospital.

Caroline Walker