

## REPORT TO THE TRUST BOARD (PUBLIC)

<b>TITLE</b>	Chief Executive Officer's Report
<b>AUTHOR</b>	Caroline Walker, Chief Executive
<b>EXECUTIVE SPONSOR</b>	
<b>DATE OF MEETING</b>	9 February 2021
<b>PRESENTED FOR</b>	Information/Consideration

### 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

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

<b>Equality and Diversity Implications</b> <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

- 1.1 Since my last update, we have entered the second, and most aggressive, wave of the Covid-19 pandemic and a further period of national lockdown. Over the Christmas and New Year period we saw an increase in our patient numbers which has continued steadily. The forecast suggests we are on the verge of the peak in cases in Cambridgeshire and Peterborough area.
- 1.2 We are managing our operational response through the Trust Surge Plan which guides our decision-making and defines the criteria for specific actions to be taken. This includes identifying in advance which wards are next to become Covid receiving wards, when we should pause non-urgent (and some urgent) elective care, staff training and non-critical meetings to focus our resource on patient care, and when we redeploy staff to help in hot spots. We moved to Level 6 of our surge plan on 20 January. We are keeping staff fully informed of the changes that occur as a result of moving to a new surge plan.
- 1.3 On the subject of redeployment, I want to thank all those staff members who have stepped away from their usual roles into unfamiliar circumstances to help in particular areas of need. We are seeing a lot of staff taking up shifts in critical care, for example, doctors fulfilling nursing roles and staff picking up shifts in our vaccination clinics.
- 1.4 I am pleased to report that we are now vaccinating staff from two clinics – one at Peterborough City Hospital and one at the Treatment Centre at Hinchingbrooke Hospital. This is great news and the teams have been working fantastically well to deliver hundreds of vaccinations to our staff and health and social care partner organisation colleagues every day. We launched a new booking system in January, which has been a great success and provided reassurance to staff – particularly those who are working in frontline roles, or who are clinically extremely vulnerable.
- 1.5 I would like to thank all our staff for continuing to go the extra mile for our patients and each other. I am aware of how hard everyone is working and how tired they are. Helping our staff through this tough period is a key focus for me and my Executive

Team colleagues. We are reviewing the Emotional Wellbeing support we have in place and are looking at taking the Wobble Rooms into areas to directly support teams who have fed back that they have not had easy access this facility previously. We are reminding staff of the other support mechanisms we have available to them – including the Occupational Health Team, our Chaplains and online support services.

- 1.6 In addition, we arranged an offer for all staff to enjoy money off food and drink purchased in the hospital every day from Monday 18 January to Sunday 31 January. The £3 off voucher was extremely well received by staff – some of who have sent some lovely thank you messages. I am pleased that this small gesture has had a positive effect.
- 1.7 For staff unable to leave areas to claim the offer – such as staff on Covid receiving wards – we put together a weekly welfare pack of treats and snacks for them to have on breaks.

## **2. CQC UNANNOUNCED INSPECTION – DECEMBER 2020**

- 2.1 The CQC conducted an unannounced inspection in the Emergency Department at Peterborough City Hospital on 21 December 2020 to review our response to winter pressures.
- 2.2 Despite having a busy department, the team demonstrated great work and the inspection team gave positive high-level feedback. Thank you to the team for taking this in their stride and demonstrating how well they work together.
- 2.3 The draft report is due to be sent to us for a factual accuracy check. Once this is complete, the report will be published and shared.

## **3. REDEVELOPMENT WORKS AT HINCHINGBROOKE HOSPITAL UPDATE**

- 3.1 The final stages of the Phase 1 Urgent Care expansion works are taking place at Hinchingsbrooke Hospital. In January, the construction company handed over the new areas to the Trust Estates Team who are now working with the Urgent Care team on equipping the areas and making them fully complaint and safe for our patients and staff.
- 3.2 The new ED Paediatric area was ready for use on Monday 18 January however during the current Covid surge pressures it will support the reconfigured use of the Hinchingsbrooke ED and instead be used for Minors activity. This, in turn, has allowed the team to expand the Majors capacity significantly to segregate query and confirmed Covid cases from the remaining green cohort of ED patients. Post Covid surge this area will be returned to use as a new, dedicated Paediatric ED area.
- 3.3 The new ambulance receiving bay will go live as soon as we can take delivery of the essential patient monitoring equipment to be delivered. We are also awaiting the arrival of a set of security shutters to protect the facility when not in use out of hours.
- 3.4 Phase 2 of the redevelopment will see us build seven new replacement theatres. We have submitted an outline business case to our regulators 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. In order to develop the theatre block, we will need to use the land where Woodpecker Lodge currently stands. We have assembled a project team to work with staff based at Woodpecker Lodge to explore a range of options for their relocation. A series of staff engagement sessions have taken place to share the plans with staff.

#### **4. STAMFORD HOSPITAL SITE REDEVELOPMENT UPDATE**

- 4.1 The Trust Board has approved a Business Case to create a new, single deck multi-storey car park at Stamford Hospital. The construction programme is expected to last 26 weeks and is due to begin shortly.
- 4.2 During this construction phase, there will be some significant changes to access to the hospital. Patients and staff will be redirected to use the Uffington Road car park and entrance.
- 4.3 We will be keeping staff, patients and local residents updated with information on the redevelopment and installing clear signage to ensure people can find their way around our hospital building easily while the redevelopment is taking place.
- 4.4 We are also refreshing our clinical strategy for the site with key stakeholders.

#### **5. NEW CHIEF OPERATING OFFICER ANNOUNCED**

- 5.1 I am pleased to announce that Phil Walmsley has been appointed as our new Chief Operating Officer and he will join the Trust on 1 March 2021.
- 5.2 Phil is currently the Interim Chief Operating Officer at Great Ormond Street Hospital in London. Prior to that he was Director of Operations and Deputy Chief Executive at Weston General Hospital.
- 5.3 Hinchingsbrooke staff may have already worked with him when he was Interim Director of Operations there in 2016-17.
- 5.4 Phil began his NHS career as a nurse and has held a variety of leadership roles in NHS Trusts, including University Hospitals of Leicester, Nottingham University Hospitals and Walsall Manor Hospital.
- 5.5 Our current Chief Operating Officer Graham Wilde will be leaving us on 31 March 2021 and we wish him well for the future.

#### **6. NEW NON-EXECUTIVE DIRECTOR JOINS TRUST**

- 6.1 Dr Christine Hill has joined our Trust Board of Directors as a Non-Executive Director. Christine is a public health physician and has worked in the NHS in the East of England for the past 14 years, mainly in public health and applied health research.

- 6.2 Previously, she worked both in the public and private healthcare sectors in the UK and overseas in various roles – as a clinician, senior manager and hospital director. She is an affiliated lecturer in the Department of Public Health and Primary Care at the University of Cambridge where she teaches Health Policy on the MPhil in Public Health.
- 6.3 We look forward to working with Christine who joins us at a key time for the organisation. Her expertise in public health and health research will be particularly invaluable.

## 7. CAPTAIN SIR TOM MOORE

- 7.1 I know I speak on behalf of everyone at North West Anglia NHS Foundation Trust when I say how deeply saddened we were to hear the news of Captain Sir Tom Moore's passing on 2 February 2021.
- 7.2 He was a true inspiration to us all. We are extremely grateful for the support that Captain Sir Tom provided us and our colleagues right across the NHS. His resilience and drive to raise funds for the NHS helped to raise morale and togetherness across our nation and as a result he created a monumental legacy.
- 7.3 The Trust has received £177,000 as a result of Captain Sir Tom Moore's incredible fundraising for NHS Charities. This has funded initiatives and ideas suggested by our staff across all hospital sites. Items purchased include therapy equipment for patients requiring extensive rehabilitation, plus a variety of facilities to help support staff in their roles during such a challenging time.
- 7.4 In addition, we have a lasting memory of his impact on the NHS at Hinchingsbrooke Hospital, where our new, purpose-built staff accommodation was named Captain Sir Tom Moore House last year. We were really pleased that he and his family were willing to have the facility named after him.

## 8. TRUST NEWS HIGHLIGHTS

- 8.1 **Nurse Bev makes last wish come true for patient:** Palliative Care Lead Nurse Bev Goose arranged a wedding in just two days for an end-of-life patient at Peterborough City Hospital. Bev persuaded the Peterborough Registrar to come in to the hospital on Boxing Day to perform the ceremony for patient Bob Stevens and his long term partner Pat Gee. The couple had only recently had the news that Bob's condition was terminal and had not had the time to fulfil some of their wishes in life together. Sadly Bob passed away on 6 January, but was able to enjoy 12 days of married life with Pat, who has asked us to pass on her thanks to all involved in Bob's care, but particularly to Bev Goose for going over and above in her role.
- 8.2 **Staff collect mountains of food for foodbanks this Christmas:** Our teams across all three main hospital sites gave a fantastic response to the local foodbanks in Peterborough, Huntingdon and Stamford last month by collecting huge amounts of food to be passed to families in need. More than 2000kgs of food were delivered to the

Peterborough food bank, while staff at Hinchingsbrooke collected 25 boxes filled with cupboard essentials and treats, and Stamford staff put 15 boxes together. Thank you to all staff who participated.

- 8.3 **Free festive baguette offer goes down a treat:** Covid-19 restrictions meant that this Christmas we were unable to put on our usual subsidised Christmas lunch offer to staff, so we organised a free festive baguette and mince pie offer instead. This was very well received by staff and I can report that 3,802 staff took up the offer – which is more than double the amount of staff who have a Christmas lunch every year. Thank you to our catering teams who made that happen!