

REPORT TO THE TRUST BOARD (PUBLIC)

TITLE	Chief Executive Officer's Report
AUTHOR	Caroline Walker, Chief Executive
EXECUTIVE SPONSOR	
DATE OF MEETING	13 April 2021
PRESENTED FOR	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

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

- 1.1 Since my last update to the board in public (in February 2021), we have continued to see a decline in the number of COVID-positive patients in our hospitals. However, as we step down from the pandemic the COVID-19 endemic is likely to remain in place for some significant time. On 16 March 2021 we passed the one-year milestone of caring for COVID-positive inpatients in our hospitals and marked the occasion with the release of a video of our staff talking about how the year had impacted them, their teams and our patients.
- 1.2 Nationally, the critical incident was stepped down to level 3 on 26 March in recognition of the reduction in some of the pressures on some NHS services. One of the changes this brings is that the overall command is now led regionally rather than nationally. We are continuing to manage our operational response through the Trust Surge Plan which guides our decision-making and defines the criteria for specific actions to be taken. At the time of writing this report, we remain operating at level 4, which has been the case since 19 February. We continue to work with our NHS and local authority colleagues to review the changing picture of COVID cases in our local communities. We are reviewing visiting restrictions based upon the levels of COVID infections in our hospitals as well as in our local communities and expect to provide an update on this shortly.
- 1.3 Work is taking place across all specialties to review waiting lists and develop plans to reset and recover our clinical services in a phased approach. We have re-started some routine services and are aiming to have all of these services up and running in the next month. We are planning to begin the phased implementation of our reset plans for all other services in the next 4-8 weeks. Our focus will be on staff wellbeing, ensuring we implement the learning from wave 1 and wave 2, and communicating effectively with patients to help us through this period as smoothly as possible. I am pleased to report our teams have still delivered lots of services for non-COVID patients throughout the pandemic, including approximately 70% of our usual outpatient activity, 70% of our usual day case activity, all screening services and 100% of our usual diagnostic activity. Thank you and well done to all teams working in these areas.
- 1.4 At the time of writing this report, almost 83% of staff have received their first dose of the COVID-19 vaccination and, of those, just short of 68% have had dose number two. Our vaccination clinic at Peterborough City Hospital closed on Friday 2 April having

delivered all supplies of second dose vaccinations to eligible colleagues. The vaccination clinic at Hinchingsbrooke Hospital opened on Tuesday 30 March and runs to Friday 16 April to provide second doses to all staff and partner organisation staff members who received their first vaccination on the site. We will continue to run ad-hoc clinics for new staff and vulnerable patients in which we will administer the Oxford AstraZeneca vaccine from April onwards.

2. HINCHINGBROOKE HOSPITAL REDEVELOPMENT WORKS – PHASES 2 & 3 UPDATE

- 2.1 Our plans to create new surgical facilities for patients at Hinchingsbrooke Hospital are due to reach a significant milestone as we are expecting to receive approval from our regulators for an outline business case to construct a purpose-built operating theatres block on site.
- 2.2 The approval will take us a step closer to starting work on the theatre block, which will house 7 operating theatres, plus recovery and admission areas, office space and a separate area for children. The proposed new facility will be developed with the latest thinking on operating theatre design and will replace the theatres in the main hospital building which are coming to the end of their operational life. The application to build the block is currently being reviewed by planners at Huntingdon District Council.
- 2.3 Following the outline business case approval, the Trust will develop the full business case with a view to commencing construction in the Autumn this year.
- 2.4 While we work on this project, which is phase 2 of our redevelopment plan, our eyes are set on phase 3, as we seek to secure urgently-needed investment to support the longer term plan to ensure our hospital can continue to provide high quality care for our growing population both now and in the future.

3. HINCHINGBROOKE HOSPITAL REDEVELOPMENT WORKS – PHASE 1 OFFICIALLY OPENED

- 3.1 I am pleased to report that Dr Kanchan Rege, Chief Medical Director/Deputy Chief Executive Officer officially opened the new Ambulatory Care and Acute Assessment Units at Hinchingsbrooke Hospital on Tuesday 6 April – marking the completion of the Phase 1 Hinchingsbrooke Hospital redevelopment works.
- 3.2 Despite the works being carried out while we responded to the pandemic in 2020, I am proud to report that the programme was still delivered on budget and to time.
- 3.3 It is great to see our patients benefitting from these new areas – which give them better facilities, more space and greater privacy in a COVID-secure environment. Our staff are clearly enjoying the new surroundings too as it supports them in providing good care to our patients.

4. REDEFINING OUR TRUST STRATEGY

- 4.1 Our Chief Strategy and Transformation Officer, Arshiya Khan, is leading on work to review and redefine our Trust strategy to guide the direction of travel and development of our Trust services over the next three to five years. She will provide more

information in her update to the board. It is timely that we are doing this 4 years since our merger and the creation of NWAngliaFT.

- 4.2 Our Board of Directors recently held a workshop to discuss our achievements in the past year and our priorities for the future. This workshop approach will be widened in the coming three months to include staff, patients, local health system colleagues and regulators, who will collectively feed into the development of a draft strategy to be presented to our board of directors for discussion in the Autumn.

5. INTEGRATED CARE SYSTEM UPDATE

- 5.1 Our local Sustainability and Transformation Programme has successfully applied to become an Integrated Care System (ICS). This news was shared in public on 31 March 2021 at the Cambridgeshire and Peterborough System Partnership Board.
- 5.2 The approval to become an ICS was granted by NHS England and NHS Improvement and recognises the joint commitment of all local health system partners to progressing our ICS development, alongside extraordinary challenges and demands in 2020-21.
- 5.3 A development plan is being prepared to focus on key areas of work within our communities to ensure our system goals and priorities are met over the next 12 months of transition and beyond.
- 5.4 North West Anglia NHS Foundation Trust is committed to continuing its collaborative work with other health and care partners within the newly-configured system. We look forward to playing our full part in this work in the coming year.

6. URGENT CARE RECONFIGURATION AT PETERBOROUGH CITY HOSPITAL

- 6.1 The project to reconfigure our urgent and emergency care facilities at Peterborough City Hospital is taking shape at a pace. Our new Resus area is almost complete and has seen the open area now transformed to a more segregated space with separate bays and ante rooms. The other key elements of the project are:
 - To reconfigure a new Urgent and Emergency Care entrance and waiting area
 - To deliver a refurbished Surgical Assessment Unit (SAU)
 - To create a new, purpose built Paediatric Assessment Unit (PAU)
 - To create an Urgent Treatment Centre and out of hours GP service, which is due to relocate from the City Care Centre in the summer 2021
- 6.2 We are preparing for the delivery in mid-April of a second modular unit that will be lifted by a crane into one of the ED courtyard areas to provide the space required to house the Urgent Treatment Centre.

7. STAMFORD HOSPITAL – SALE OF LAND

- 7.1 There has been a delay in proceedings relating to the sale of land at the West End of the Stamford and Rutland Hospital site. The Trust accepted an offer for the area of land that was surplus to our clinical requirements, in 2020. However some complexities in the sale process have recently emerged that relate in part of the archaeological and historical interest of the site.

- 7.2 We are working with the buyer and English Heritage to complete the sale to revised timelines. I will update the board on those timelines and any further details on progress as they are shared via the Stamford Hospital Project Board.

8. PLAN FOR CLOSER WORKING WITH UNIVERSITY OF LEICESTER

- 8.1 At the instigation of our Medical Education leads, we have approached Leicester Medical School to examine the possibility of achieving Associated University Hospital status with the University of Leicester. This enquiry has been received positively and we are now setting up a steering committee to formalise the status with a target date of July 2021.
- 8.2 Further work will follow to progress towards University Hospital status, which may be more of a challenging demand. The Regius Professor of Physic at the University of Cambridge has been kept abreast of our plans with a view to ideally mirroring the status with our other school.
- 8.3 Our Chief Medical Officer, Dr Kanchan Rege, will discuss this further in her paper to the board.

9. BOARD ASSURANCE FRAMEWORK AND RISK OVERVIEW

- 9.1 The Board focusses its discussions on annual objectives as defined in our Board Assurance Framework, being mindful of key strategic and operational risks to the Trust. Each cover paper includes a reference to the relevant risks associated with the paper.
- 9.2 Below is a summary on how the Board discussions in today's meeting will focus on the key priorities defined in our Board Assurance Framework and relevant key strategic and operational risks:
- The Board has already heard a story about our Young Volunteers Programme.
 - "*Well-Led Key Line of Enquiry (KLOE) within Critical Care and maternity core services to improve and increase ratings*" is covered under regular updates to Board on maternity services. The meeting today will also receive reports on planning and implementation of Birth Rate Plus as well as CNST update. This also covers the BAF measure relating to "*Delivery of quality improvement plan for Maternity services in collaboration with NHSI team*".
 - In addition to the coverage under the maternity services updates, the "*Overall 'Good' rating for Well-Led KLOE for the organisation*" covered in the Integrated Performance Report under the Quality section and the update on the Independent Well Led Review in the governance section.
 - The operations update will update the Board on the impact of COVID-19 and on recovery in relation to elective, outpatients and diagnostics. This is one of the measures under the access and quality standards measures in the Board Assurance Framework. All other access standards are covered under the operations section of the Integrated Performance Report every month. *Associated with strategic risk 001 scored at 16, risk 010 scored at 20 and risk 009 scored at 16.*
 - All key workforce metrics within the board assurance framework including sickness absence, vacancy rate and agency spend rates are covered under the

workforce section in the Integrated Performance Report. These align with the BAF measures relating to retention, agency usage and vacancy rates. The Board will also receive an update on equality, diversity and inclusion action plans. The Board will also receive information relating to the Health & Safety Executive Contravention letter and Action Plan. *Associated with strategic risk 006 scored at 12 and risk 007 scored at 12.*

- In relation to the BAF objective on the Trust's Hospital Sites development, the Integrated Performance report provides an update on the Hinchingsbrooke Redevelopment. The 2020/21 objective to deliver Phase 1 has been achieved. The Trust is now working through delivery of Phases 2 and 3. The reports this month also include an update on the Stamford Land Sale. *Associated with strategic risk 002 scored at 20.*
- The Board will also be updated on how the Trust is working with local health and care providers, including through the North Alliance. This will cover the ongoing work on Diabetes, Respiratory, CVD, Ophthalmology pathways. *Associated with strategic risk 004 scored at 9.*
- The Board will receive an update on performance against agreed financial plans in line with National Financial Framework. *Associated with strategic risk 008 scored at 10.*
- The Board will also receive updates and escalations from Board subcommittees. These assurance reports are important for ensuring that the organisation is Well Led.
- The DIPC Report this month provides the Board with an update on the Trust's Infection Prevention and Control arrangements. *Associated with strategic risk 005 scored at 16.*

9.3 The BAF and strategic risks referenced are included in the report attached to the Integrated Performance Report.

10. NHS STAFF SURVEY 2020 RESULTS

10.1 The results from the 2020 NHS Staff Survey, carried out in November, were published on 11 March 2021 and, as anticipated, reflect how staff have been impacted by the COVID-19 pandemic across the 11 key themes.

10.2 Staff morale appears to have neither improved nor deteriorated compared to the previous years' results – despite it being a more challenging year for staff both personally and professionally.

10.3 However, there is work required across all themes to deliver improvements on our previous results. Our People and Culture Committee discussed the results at its March meeting and agreed a plan to focus upon specific improvements in the areas of leadership, staff engagement, health and wellbeing and teamwork. An action plan is being developed to guide this work, coordinated with our Good to Outstanding workstreams.

10.4 Our Chief People Officer, Louise Tibbert, will provide a more detailed update in her report to the board.

11. TRUST NEWS HIGHLIGHTS

- 11.1 **Physiotherapists take on exercise challenge for Breast Unit:** Three of our physio team members pledged to either run 100km or cycle 400km during March to raise funds in support of women and men receiving treatment for breast cancer. The team, Liezl Rossouw, Hattie Hammond-Chambers and Angela Harrison, who are based in the Women's Health department at Peterborough City Hospital, have seen first-hand the obstacles faced by patients with breast cancer both during and after their treatment. They wanted to raise £200 for the unit to enhance patient experience and support research into the disease. Support from friends and colleagues has seen them smash their £200 target. At the time of writing they had raised more than £1,000. Congratulations to them on such a great result.
- 11.2 **Improving our hospitals for patients with dementia:** Our Dementia Specialist Nurse, Alison Gray is working with ward teams to introduce dementia-friendly aids, such as blue crockery, on all wards across Peterborough City, Hinchingsbrooke, and Stamford and Rutland Hospitals. Hospital stays can be difficult for patients with dementia, who often find the clinical setting unfamiliar and confusing. Patients with dementia often have difficulty with their sight and perception, which can affect their food intake. However, research has shown that blue crockery can help patients see their food more clearly, encouraging them to eat more during mealtimes. Alison's initiative has also seen the introduction of rummage boxes (also known as distraction boxes) introduced on wards across the Trust. These are containers filled with items that help patients with dementia communicate, interact with activities to support their wellbeing and reminisce. This is a great way to improve patients' experiences, so thank you to Alison and all who have worked with her on this project.
- 11.3 **Trust recruits 600th patient to COVID-19 research trial:** Our research team recently recruited its 600th patient to the Recovery (the Randomised Evaluation of COVID-19 Therapy) Trial – a national study into lifesaving treatments for COVID-19. I am pleased to report that our Trust is one of the top 10 recruiting sites for the study, with 1 in 5 COVID-19 patients admitted to Hinchingsbrooke and Peterborough City Hospitals participating in the trial. Recruiting 600 patients is a phenomenal milestone and is due to an enormous effort made by the Trust's clinical research team, as well as the courageous involvement of those patients who have been eligible to take part, and who continue to be central to staff motivation. It is estimated that UK COVID research during the pandemic has saved more than 1 million lives worldwide.
- 11.4 **Volunteer recruitment drive:** It was a pleasure to meet with a group of our volunteers at Peterborough City Hospital this month, where I was able to offer my thanks for everything they have done during the COVID-19 pandemic in support of our patients and staff. We have had a great response to our recent call for more volunteers to join our Trust – particularly from younger age groups. As we start to welcome more patients back into our hospitals, our volunteers will play an important role in supporting the reception teams, departments and wards in everyday duties. Our volunteers all come from our local communities, and range in age from 16 to 94. I look forward to welcoming our new volunteer recruits in the coming months.

Caroline Walker
Chief Executive Officer