

## REPORT TO BOARD OF DIRECTORS (PUBLIC)

REPORT TITLE	Chief Executive Officer's Report
AUTHOR	Caroline Walker, Chief Executive
EXECUTIVE SPONSOR	
DATE OF MEETING	8 June 2021
PRESENTED FOR	Information
ITEM PREVIOUSLY CONSIDERED BY	N/A

### Presented For: Definitions

Information	For information only. Not to be discussed at meeting unless members have specific questions.
Discussion	For discussion and possibly future decision. This includes items presented for assurance.
Decision	For approval and/or when any other decision is required

### PURPOSE OF THE REPORT

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

### RISKS RELEVANT TO THE PAPER

Risk ID	Risk Description
N/A	N/A

### RISK APPETITE RELEVANT TO THE PAPER

DOMAIN	TRUST RISK APPETITE LEVEL	DESCRIPTION OF RISK APPETITE
Compliance/Regulatory	Minimal (ALARP) - (as little as reasonably possible) Preference for ultra-safe delivery options that have a low degree of inherent risk and only for limited reward potential	Want to be very sure we would win any challenge. Similar situations elsewhere have not breached compliances.

### THE BOARD IS ASKED TO:

1. *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 checked="" type="checkbox"/>

**OTHER IMPLICATIONS OF THE PAPER**

<b>Legal/ Regulatory Relevance:</b>	NHS Improvement License : FT4: Foundation Trust Governance Health and Social Care Act 2008 (Regulated Activities) Regulations 2014: Regulation 17
<b>NHS Constitution Delivery</b>	N/A
<b>Freedom of Information Release</b>	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>								

## **1. TRUST CORONAVIRUS (COVID-19) RESPONSE**

- 1.1 The numbers of Covid-positive patients in our hospitals remains in single figures, which is a great relief for us all. We are, however, working alongside our health and care partners in the region to be vigilant for cases of the variant first found in India.
- 1.2 Although social restrictions are being lifted through the Government's roadmap for recovery, we are still observing strict controls within our hospitals to safeguard our patients and staff. This includes using the hand sanitising stations, wearing a mask and maintaining a two-metre distance from each other, wherever possible.
- 1.3 On 10 May 2021 we had a welcome easing to our hospital visiting restrictions to enable inpatients to have a visitor for an hour per day. However, to limit the contact patients have in hospital, we ask that the same person visits them for the duration of their stay. We have some exceptions in place, such as for end-of-life patients. This partial lifting of restrictions still presents issues for patients and their loved ones, and as a result we continue to help them stay connected using virtual means, wherever possible. I would like to thank our patients and their loved ones for their understanding on this challenging issue. I look forward to a time when we can resume our regular visiting arrangements once again.
- 1.4 Since my last report to the Board in public, we have seen the devastating effect of Covid-19 on the people of India. We have hundreds of staff within the Trust who originate from India and who have faced a worrying time as they have family and friends affected by the pandemic. Understandably, lots of colleagues wanted to help, so we have been sharing how they can make a personal donation to the official relief fund charities. It is encouraging too, that the NHS and the Government has been sending equipment to aid the situation.
- 1.5 A key area of focus for us now is to continue the work we started in early Spring to reset and recover our clinical services in a phased approach. This work is progressing well thanks to the hard work of our teams across our services and sites. We are working closely with GP colleagues to implement our approach for routine and non-urgent patients and for those awaiting diagnostics, so we can manage their expectations regarding timing of appointments. Our diagnostic teams have made good progress in specific areas, including waiting times for endoscopy procedures and continue to try to drive them down to the national standard for waiting times.

## **2. INCREASE IN EMERGENCY DEPARTMENT ATTENDANCES**

- 2.1 Since late April we have seen a significant increase in activity in our emergency departments at both Peterborough City and Hinchingsbrooke Hospitals.
- 2.2 While this increase is mirroring a national rise in patients attending Emergency Departments, and has also seen primary care and the NHS 111 service very busy, it has resulted in daily attendances at our two sites hitting levels that we have not seen before. Attendances at Peterborough City Hospital ED during May 2021 were 14.5% higher than in May 2020. Hinchingsbrooke ED saw attendances for May rise to 19.5% higher than May 2020. This increased activity has caused significant pressure on our ability to care for our patients in the best way possible.
- 2.3 Thank you to our emergency teams across our sites for their continued hard work in managing such sustained higher demand – particularly over the two Bank Holiday weekends in May. Our Chief Operating Officer Phil Walmsley will update the Board

further in his Operations report to be presented later in the meeting.

### 3. URGENT CARE RECONFIGURATION AT PETERBOROUGH CITY HOSPITAL

- 3.1 The programme of work to reconfigure our urgent and emergency care facilities at Peterborough City Hospital is almost complete. I am pleased to report that we are on track to open our Urgent Treatment Centre (UTC) on 30 June 2021, as planned. This service will officially move from the City Care Centre on Thorpe Road in Peterborough to our hospital site, where it is housed in a new modular unit that has been created within a courtyard in our Emergency Centre.
- 3.2 This will provide an integrated front door for all urgent care needs where clinical staff will be able to assess patients quickly and set them on the most appropriate pathway for their care.
- 3.3 The reconfiguration work has transformed the emergency floor at PCH. As well as the new UTC, this includes:
- A new Resuscitation area which was originally an open space and has been refurbished as individual walled bays with ante rooms, now open and in use
  - A new Urgent and Emergency Care entrance and waiting area
  - A refurbished Surgical Assessment Unit opened in April 2021
  - A new, purpose built Paediatric Assessment Unit. Successfully opened by the end of May.
- 3.4 I would like to thank all the teams involved in this hugely detailed programme of work. They are working to tight deadlines and in a service area that is already busy. I look forward to seeing the completion of the overall project for the benefit of patient care.

### 4. TRUST ANNUAL PLAN

- 4.1 Our Chief Strategy and Transformation Officer, Arshiya Khan, will present our Annual Plan later in today's meeting. The work to define our priorities, vision and goals for the financial year began in January. The Board has agreed the Trust's priorities for 2021-22. These were presented to our staff in a recent staff briefing session. These are informed by the NHS planning and priorities guidance.
- 4.2 Our three main priorities for the year are:
- **Recover safely** – we will work with partners to ensure we fully recover services and provide good quality care and experience while addressing health inequalities.
  - **Celebrate and support our staff** – we will celebrate our staff and successes and ensure we provide support to our staff and develop them for the future
  - **Sustainability** – we will work sustainably to further develop our services, finances and protect the environment.

The plan has been prepared and are part of the C&P integrated care system plan.

- 4.3 Each of these priorities have supporting objectives to guide their delivery. We are currently asking our staff to share their views on the future direction of our Trust and have previously involved service users, local health system colleagues and regulators in the development of both our Annual Plan and our Trust Strategy for the next three years.

## **5. HINCHINGBROOKE HOSPITAL REDEVELOPMENT WORKS – PHASE 2 UPDATE**

- 5.1 I am pleased to report that we are due to be granted planning approval from the local authority to build our proposed theatres block at Hinchingsbrooke Hospital. This is a key milestone in the redevelopment plan and takes us a step closer to replacing our operating theatres facilities which are coming to the end of their operational life.
- 5.2 Subject to the approval of our Full Business Case, which is currently being completed, we expect to complete the build by the end of June 2022.

## **6. INTEGRATED CARE SYSTEM UPDATE**

- 6.1 Local health and care services across our system are working collaboratively to enable our transition to an Integrated Care System (ICS).
- 6.2 There is a lot of work taking place across the system to refine our System Development Plan and setting up the governance arrangements for collaborative working.
- 6.3 I would encourage staff and patients to participate in the first Integrated Care System 'Big Conversation' which aims to gather views on a proposed brand name and vision statement, plus the ICS's key priorities. People can get involved by taking part in an online survey [here](#) and closes on Friday 11 June.

## **7. GOOD TO OUTSTANDING – LEARNING FROM OUR COVID EXPERIENCE**

- 7.1 At key points throughout the pandemic, we have asked our staff for feedback on their experiences, and for their views, to help us improve working life in our Trust. Through the *Good To Outstanding: Your Voice Matters* initiative, we have been able to understand what processes or activities worked well and identify those that did not work so well. We have also been able to develop new ways of working that will be useful to keep post-pandemic.
- 7.2 Later this month, my executive colleagues and I will be sharing the results of our feedback-gathering exercise and announcing the improvements that have already been made as a result, plus the ones we plan to put in place. Our aim is to enhance working life in our Trust to both retain and attract staff, boost morale and patient care.
- 7.3 Supporting the health and wellbeing of our staff is one of my personal priorities as well as being a key part of our Trust priorities for this year. Through our Good To Outstanding staff engagement programme, we can demonstrate our commitment to improving working life in our organisation for every member of staff, every day. I look forward to sharing news of more initiatives delivered under the Good To Outstanding programme throughout the coming year.

## **8. BOARD ASSURANCE FRAMEWORK AND RISK OVERVIEW**

- 8.1 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.

- 8.2 The Board has agreed the 3 priorities for the year around which the Board Assurance Framework is built.
- 8.3 The Board Assurance Framework for 2021/22 and the refreshed Strategic Risk Register are presented for approval.
- 8.4 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.

Priority	Relevant Agenda Item
<i>'We will work with partners to ensure we fully recover services and provide high quality safe care and experience while addressing health inequalities'</i>	• Learning from Serious Incidents
	• Chief Executive Officer's Report
	• Integrated Performance Report
	• CNST Report
	• Learning from Deaths Quarter 4 Report
	• Mortality Report
<i>'We will celebrate our staff and successes and ensure we provide support to our staff and develop them for the future'</i>	• Quality Account 2020/21
	• Chairman's Review of the Month
	• Chief Executive Officer's Report
	• Integrated Performance Report
	• Six-Monthly Staffing Report
<i>'We will work sustainably to further develop our services, finances and the environment'</i>	• Freedom to Speak Up
	• Integrated Performance Report
	• Annual Self Certification
	• Annual Plan
	• Risk Management Policy

## 9. TRUST NEWS HIGHLIGHTS

- 9.1 **New role for NWAFT paediatrician Nik Johnson:** I'd like to register the Board's formal congratulations to Dr Nik Johnson who was announced as the new Mayor of Cambridgeshire and Peterborough following the local elections on Thursday 6 May 2021. Dr Nik is well known to staff at Hinchingsbrooke as well as his young patients and their families. He was elected as a Huntingdonshire District Councillor for St Neots East in 2018. He will continue to see patients in his role, but will naturally be devoting more time to his civic duties as mayor of our combined authority.
- 9.2 **Helipad lights up for night-time emergencies:** Thanks to funding from the HELP appeal, the Trust has been able to install solar-powered lighting on our helipad at Peterborough City Hospital. This now enables air ambulances to land during the hours of darkness, whereas previously we have only been able to accept emergency aircraft during the day.
- 9.3 **Car parking to remain free to Trust staff:** I am pleased to announce that we are continuing the free car parking offer to our staff for the financial year 2021-22. We first waived car parking costs to staff at the start of the Covid-19 pandemic as a small token of our appreciation for their dedication and hard work. We wanted to continue the gesture in recognition of the huge contribution our staff continue to make in support of our patients and each other.

**Caroline Walker**  
Chief Executive Officer