

REPORT TO THE TRUST BOARD (PUBLIC)

REPORT TITLE	Chief Executive Officer's Report
AUTHOR	Caroline Walker, Chief Executive
EXECUTIVE SPONSOR	Caroline Walker, Chief Executive
DATE OF MEETING	10 August 2021
PRESENTED FOR	Discussion
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 (insert relevant section from Risk Appetite Statement from Risk Management Policy)

DOMAIN	TRUST RISK APPETITE LEVEL	DESCRIPTION OF RISK APPETITE
N/A		

THE BOARD 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"/>

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. OUR ONGOING CORONAVIRUS (COVID-19) RESPONSE

- 1.1 We have seen an increase in the number of patients with the Covid-19 infection needing hospital care in July and as a result we have opened additional beds on both the Peterborough City and Hinchingsbrooke Hospital sites to enable our staff to safely care for our Covid-positive patients in isolation.
- 1.2 The prevalence of infection in our local communities remains higher than in some parts of the country and we expect to be caring for patients with Coronavirus for a considerable time yet.
- 1.3 In response to the growing number of Covid-19 cases in our hospitals and local communities, we took the difficult, but necessary, decision to limit visiting at our hospitals from Monday 26 July 2021. This is a precautionary measure to reduce the spread of infection, and one that will be regularly reviewed. I know how hard this is for patients and their loved ones, and our ward teams are doing all they can to help patients stay connected while in hospital. Exemptions continue for patients receiving end of life care, for carers and parents of children in our care. There are no changes to existing visiting arrangements for people using our maternity services.
- 1.4 The impact of the virus on the running of our hospital services remains significant. In July we experienced higher-than-usual absence levels as a result of staff being contacted by the NHS Test and Trace or via the Covid-19 app and required to isolate. In addition, we had higher numbers of staff having to remain at home to care for school-age children who had been sent home to isolate due to a positive case in their class. This came at a time when more colleagues are on leave for the summer having booked leave in advance. As a result of our staffing challenges, we had to reschedule some planned operations. The patients affected were contacted and offered our apologies and we will seek to carry out their procedures as soon as possible. We have kept cancellations to a minimum thanks to the additional efforts of our staff to fill rota gaps and support our patients.
- 1.5 Although social restrictions were lifted in line the Government's roadmap for recovery, on Monday 19 July 2021, we are still observing strict controls within our hospitals to continue to safeguard our patients and staff. We are asking all staff, patients, volunteers and visitors to wear a mask in our hospitals unless they are exempt. We are also continuing to encourage the use of our hand sanitising stations and observing a 2-metre distance wherever possible. This remains in line with Public Health England's guidance to the NHS.
- 1.6 To support all our staff in these challenging times, we are regularly reminding them of the range of services they can access for emotional wellbeing and support. I am aware how 16 months of working in a pandemic situation can take its toll on everyone – whether they are frontline staff or support services teams. We will be focussing on staff health and wellbeing in a week-long campaign to be held in mid-August.

2. HOMEBIRTH SERVICE

- 2.1 Shortages of midwifery staff across the East of England region resulted in the temporary suspension of the Trust's homebirth service on Friday 23 July 2021. This was a difficult decision, made only as the very last resort in response to unprecedented staffing shortages due to Covid-19-related absences. To keep all birthing women, and their babies, safe, we had no option but to ask them to come into hospital to have their baby. I appreciate the emotional impact this news has had on

women and their families when they are unable to follow their plan for a homebirth.

- 2.2 Sadly, this issue impacted wider than our Trust, with other maternity units in our region reporting that they were in a similar position, which meant we were unable to call upon support from them to help alleviate our staffing shortages.
- 2.3 I am grateful to our maternity teams for their hard work and dedication to support birthing women during such challenging circumstances. I would also like to thank the Peterborough and Hinchingsbrooke Maternity Voice Partnership for their support in this matter.
- 2.4 As soon as it is safe to do so, we will reinstate the service and are reviewing the situation daily. Deputy Chief Nurse Jack Stevens will be able to provide the latest position in a verbal update as part of the Quality Report to the Board.

3. URGENT CARE RECONFIGURATION AT PETERBOROUGH CITY HOSPITAL

- 3.1 I am very pleased to report the programme of work to reconfigure our urgent and emergency care facilities at Peterborough City Hospital was completed on schedule at the end of June 2021 when we opened our Urgent Treatment Centre (UTC) on 30 June 2021. The service relocated 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 By co-locating the Emergency Department, UTC and GP Out Of Hours Service on our hospital sites, we are able to provide an integrated front door for all urgent care needs for Peterborough community. This allows clinical staff to be able to assess patients quickly and set them on the most appropriate pathway for their care.
- 3.3 The UTC team has had a busy first few weeks, and I would like to commend staff for the way they have cared for our patients while getting used to new surroundings and new patient pathways. For some staff, who have transferred to our Trust from Lincolnshire Community Health Services NHS Trust, they have had to get used to a new employer and colleagues as well as the new location.
- 3.4 To remind you, 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
 - A new Urgent and Emergency Care entrance and waiting area
 - A refurbished Surgical Assessment Unit which opened in April 2021
 - A new, purpose built Paediatric Assessment Unit which opened at the end of May 2021.

4. HINCHINGBROOKE HOSPITAL REDEVELOPMENT UPDATE

- 4.1 Our Trust has been invited to develop a bid for Hinchingsbrooke Hospital to be one of the eight hospitals to join the Hospital Improvement Programme (HIP2) new hospital build list. This is in recognition of the structural issues identified in some concrete panels used in the construction of the hospital when it was built in the early 1980s.

- 4.2 We continue to regularly survey our site and have taken remedial action to mitigate known structural risks, which enables us to continue to use our buildings safely. However, given the age of our hospital building, and the need to future proof the delivery of acute healthcare services, a new hospital on the Hinchingsbrooke site, is considered the best option to ensure we can continue to meet the needs of our growing communities in the years to come.
- 4.3 We are working on our HIP2 submission over the summer and the outcome is expected to be announced in the Comprehensive Spending Review this autumn.
- 4.4 Separate to this work, we are forging ahead with the Full Business Case (FBC) to create a new operating theatres block on the Hinchingsbrooke site. Following a review at this meeting by our Board of Directors, the FBC is due to be submitted to our regulator on 16 August 2021 and the build project is scheduled to officially begin on 3 January 2022. Some enabling works, which include the re-provision of offices housed in Woodpecker Lodge and the Staff Change facilities, have begun to ensure our theatre plans can be delivered on time.

5. INTEGRATED CARE SYSTEM UPDATE

- 5.1 All organisations within the newly developing Cambridgeshire and Peterborough Integrated Care System (ICS) continue to work together to form the arrangements that will see us collaborate more closely to provide health and care services to our communities.
- 5.2 Following a recent public engagement exercise called 'The Big Conversation', which was conducted by Cambridgeshire and Peterborough Clinical Commissioning Group, it was announced that the ICS will now be known as: *All together for healthier futures – Cambridgeshire and Peterborough*. This was developed following feedback from members of the public. The feedback is also being used to help inform the vision, priorities and visual identity of our ICS.
- 5.3 A recruitment exercise is currently taking place to appoint a Chair for our ICS. It is expected that the role of Accountable Officer will also be advertised shortly.

6. HEALTH AND CARE BILL

- 6.1 The new Health and Care Bill is currently going through parliament and will legislate how the NHS is governed going forward. The Bill has been through the 1st and 2nd reading in the House of Commons and is now at Committee stage. It will go back to the 3rd reading before going to the House of Lords and then back to the House of Commons for the final approval.
- 6.2 Attached for information are slides showing a high level overview of the bill for Board members to understand what the changes would mean for our Trust.
- 6.3 The Board will have an opportunity to discuss this further as part of the System Oversight and Governance workshop later this year.

7. BOARD ASSURANCE FRAMEWORK AND RISK OVERVIEW

- 7.1 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.
- 7.2 The Board has agreed the 3 priorities for the year around which the Board Assurance Framework is built. The updated Board Assurance Framework for 2021/22 and the Strategic Risk Register are included in the appendices to the Integrated Performance Reports.
- 7.3 The following strategic risk score ha been revised:
- Risk 103352 - Risk of patient harm due to the Trust not sustaining effective patient flow which will negatively impact on waiting times, safety, patient and staff experience. – score increased from 12 to 16
- 7.4 The increase in risks scores reflects the operational pressures currently impacting the Trust especially in the Emergency Department and Maternity, and has implications for quality of care and patient and staff experience as shown in the Strategic Risk Register. The Board discussions will reflect the increased risk profile on these areas.
- 7.5 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>	• Chief Executive Officer’s Report - Health & Care Bill
	• Maternity Board Report
	• Integrated Performance Report
	• Freedom to Speak Up
<i>‘We will celebrate our staff and successes and ensure we provide support to our staff and develop them for the future’</i>	• Staff Story: From Microbiology Biomedical Scientist to Junior Doctor
	• Chief Executive Officer’s Report
	• Integrated Performance Report
	• Workforce Disability Equality Standard
	• Workforce Race Equality Standard
<i>‘We will work sustainably to further develop our services, finances and the environment’</i>	• Freedom to Speak Up
	• Integrated Performance Report
	• NW Anglia FT and University of Leicester Partnership Agreement
	• Well Led Update
	• Annual Health & Safety Plan
• Annual Slavery and Human Trafficking Statement	

8. TRUST NEWS HIGHLIGHTS

- 8.1 **Trust laboratory achieves a first in the NHS:** The Histopathology laboratory at Peterborough City Hospital is the first in the NHS to go fully digital after investing in state-of-the-art equipment that can speed up results and enable cancer diagnoses to be made with even more reliability than before. The achievements of the department were recognised by health technology company Royal Philips which supports the digitisation of clinical pathology labs. Congratulations to the Histopathology team for their efforts in transforming the work of their department for the benefit of our patients and their families.
- 8.2 **Maternity Services Department shortlisted for national award:** Our Trust-wide maternity team has been shortlisted in the Patient Safety Awards 2021, under the Maternity and Midwifery Initiative of the Year category, for developing a 'Hypoxia in labour' tool. The team will present their initiative in the next stage of the awards which take place next month. Good luck to the team who should be rightly proud of their achievement which shows their dedication to the safety of women and babies in our care.
- 8.3 **Trust awarded Gold Armed Forces Covenant:** Our work to become an Armed Forces-friendly organisation, which began in 2017, reached a significant milestone in July 2021 when it was announced we had achieved the Gold Armed Forces Covenant. I am delighted that we are able to count an increasing number of former service personnel and reserves among our workforce. They play a key role – through our Armed Forces Network – in providing us with feedback on a variety of employment-related issues, including how best we can support veterans, active reserves and families of active armed forces personnel. The award also recognises the work our staff have undertaken to improve the support we give to patients and families from the Armed Forces community. Congratulations to all involved.
- 8.4 **Nursing Associate launches 'I'm Not Just...' campaign:** I was pleased to be invited to ward A2 at Peterborough City Hospital at the end of June to see how one of the team has been leading campaign to focus on teamwork and recognise the equal contributions everyone makes to providing good care to our patients. Nursing Associate Lauren Woods created the 'I'm Not Just...' campaign to remind her colleagues that they should not be defined by the uniform they wear, but by the contribution they make by being part of a team. Lauren has drawn on her experiences in previous roles, from catering assistant to nursing associate, to develop her campaign, which has captured the imagination of her colleagues on A2 and more widely across the hospital. Every staff member has a valuable and equal place in TeamNWAngliaFT and we couldn't provide great care without the dedication of all our staff and partner organisation colleagues. I look forward to seeing how Lauren's campaign progresses through our organisation – in both clinical and non-clinical areas – over the coming months.
- 8.5 **Reflecting on our Covid-19 experience:** Earlier this year we asked our staff across the Trust to submit images which, for them, summed up their experience of working in the NHS during the Covid-19 pandemic. I am delighted to report that the images sent in by staff from a wide variety of roles and service areas, have been designed into 'Walls of Reflection' boards that capture what a challenging and emotional time it was. For me, the boards are a really positive way of honouring the amazing contribution of our staff during unprecedented times. They are going to be on permanent display and are being installed in the coming weeks at Peterborough City, Hinchingsbrooke and Stamford and Rutland Hospitals. I encourage staff to stop, reflect and appreciate the

fantastic range of images that combine to tell a truly impressive story of Team North West Anglia Foundation Trust's Covid-19 response.

Caroline Walker
Chief Executive Officer