

REPORT TO THE TRUST BOARD (PUBLIC)

REPORT TITLE	Chief Executive Officer's Report
AUTHOR	Mandy Ward, Head of Communications Taff Gidi, Company Secretary
EXECUTIVE SPONSOR	Caroline Walker, Chief Executive
DATE OF MEETING	12 October 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 no significant change in the number of patients with Covid-19 being cared for in our hospitals in the past few months. Our staff are caring for a daily average of 50 patients and we are seeing a mix of those who have been vaccinated, either partially or fully, with those who have not. Our critical care teams are seeing fewer Covid patients needing their support, for which we are thankful. We continue to have designated wards for Covid-positive patients at both our Peterborough City and Hinchingsbrooke Hospital sites.
- 1.2 The prevalence of infection in our local communities remains higher than in some parts of the country and as such we expect to be caring for patients with Coronavirus for a considerable time yet.
- 1.3 We are currently continuing to operate restricted visiting as a precautionary measure to reduce the spread of infection in our hospitals. We are regularly reviewing this position with advice from our Infection Prevention and Control Team. Exemptions continue for patients receiving end of life care, for carers and for parents of children in our care. There are no changes to existing visiting arrangements for people using our maternity services. Chief Nurse Jo Bennis will present the latest position in her Quality Report.
- 1.4 On Monday 27 September the Trust began its clinics to administer the Covid-19 booster and the flu vaccination to our staff. These clinics are running seven days a week at our Peterborough City and Hinchingsbrooke sites, while we are operating satellite clinics for our staff working at Stamford and Rutland Hospital, the Princess of Wales Hospital in Ely and at Doddington Hospital. Take up from staff has been very positive so far. The majority of eligible staff are receiving a double vaccination in one clinic visit to give us the best chance of protecting ourselves, our patients and our colleagues and families this winter. Thank you to the team delivering this service to our workforce and I would also like to thank our staff for their support in ensuring we can continue to fight the Covid-19 and Flu viruses.

2. STAMFORD HOSPITAL MINOR INJURIES UNIT

- 2.1 Stamford and Rutland Hospital's Minor Injuries Unit (MIU) reopened to patients on 1 October 2021. The MIU was temporarily closed in April 2020 due to its clinical staff being redeployed to work for our emergency and urgent care services at Peterborough during the height of the Coronavirus pandemic. Their support was invaluable and I would like to thank them for their efforts.
- 2.2 I would also like to thank local residents for their patience whilst the MIU was closed. Now that it is back open, Monday-Friday from 9am to 5pm, we will continue to issue advice on how the unit should be used. Patients with minor injuries only, such as sprains, bites, burns and scalds, wound infections and injuries to limbs, will be triaged on arrival. Those with minor illnesses need to continue to seek clinical assessment and advice from the community pharmacies and General Practitioners. Alternatively,

patients can call NHS 111 for advice on accessing the most appropriate healthcare service for their needs or 999 where there is a life threatening emergency.

3. PREPARING FOR WINTER

- 3.1 As well as vaccinating our staff and reopening the Minor Injuries Unit at Stamford Hospital, we have a series of additional plans in place to ensure we can continue to run our services as smoothly and efficiently as possible during the forthcoming winter months.
- 3.2 Our Winter Plan is being drafted with input from our staff who joined a planning session held on 13 September and learning from last winter's experiences. We know winter can present greater challenges of high demand for urgent and emergency care services. As we have seen higher-than-usual attendances at both our Emergency Departments and at the Urgent Treatment Centre at Peterborough City Hospital throughout the summer, we anticipate needing to adapt further to accommodate greater demand as we head into the colder weather.
- 3.3 Our Emergency and Medicine Division leads are working to specific actions in the Winter Plan which includes recruiting additional clinicians, remodelling some patient pathways and increasing our Same Day Emergency Care facilities to ensure more patients can be treated via this route which means they can avoid an overnight stay in hospital. We have put funds aside in our financial plan to develop these actions.
- 3.4 Chief Operating Officer Phil Walmsley will provide a more detailed update in his report to the Board.

4. HINCHINGBROOKE HOSPITAL REDEVELOPMENT UPDATE

- 4.1 Since my last public report to the Board in August, the Trust has submitted an Expression of Interest to the future new hospitals programme for funding to rebuild Hinchingbrooke Hospital, which was built in 1984 and needs major redevelopment to address structural issues.
- 4.2 The outcome of the future new hospitals programme will see 8 successful hospital trusts receiving funding under the Health Infrastructure Plan (HIP2) to replace or build new hospitals. The Expression of Interest submission is the first stage of the process and is supported by additional information provided by local and regional NHS leaders, plus official data.
- 4.3 We expect to hear whether we are one of the 8 hospitals selected for the second stage of the funding process in the coming months.
- 4.4 Meanwhile, work continues at Hinchingbrooke to prepare for the build of our new operating theatres block, while our regulators NHS England and NHS Improvement consider our Full Business Case. I am pleased to report that the design and

development works for the new theatres block has achieved 'excellent' status in the sustainability benchmarking scheme BREEAM.

5. ANNUAL PUBLIC MEETING – 5 OCTOBER 2021

- 5.1 Thank you to our members, governors, staff and members of the public who joined us for the Trust's Annual Public Meeting on Tuesday 5 October 2021. The event covered our Trust performance for the financial year 1 April 2020 to 31 March 2021. It was an honour to present the achievements of our staff members in what has been the most challenging 12-month period we have ever experienced.
- 5.2 I would also like to thank Dr Kanchan Rege, Chief Medical Officer, Louise Tibbert, Chief People Officer, and Jo Bennis, Chief Nurse, for their joint presentation on how we are developing our Trust as a seat for learning across all disciplines.
- 5.3 I am hopeful that our Annual Public Meeting in 2022 can return to its regular format of an event in one of our hospital buildings.
- 5.4 An electronic version of our Annual Report and Accounts is published on our website, and a hard copy is available by contacting our Communications Team via email: nwanliaft.communications@nhs.net

6. UPCOMING MEMBERS' EVENTS

- 6.1 We will be staging two members' meetings in November – to give our members an opportunity to find out more about two major projects that have taken place in two of our hospitals in 2021. These meetings will be held virtually via Microsoft Teams. We hope to resume face-to-face members' events in the New Year, but will base our plans on guidance from our infection control team. The details of the events are:
- Thursday 4 November, 6pm – an update on the first four months' of our new Urgent Treatment Centre at Peterborough City Hospital
 - Tuesday 30 November, 6pm – an update on the programme to redevelop Hinchingbrooke Hospital.
- 6.2 We are planning a members' event for Stamford and Rutland Hospital in the New Year. Invitations and joining instructions for the above events will be issued in the coming weeks.

7. COUNCIL OF GOVERNORS RECRUITMENT

- 7.1 We are recruiting to vacant posts on the Trust's Council of Governors. Six public and four staff governor posts are available. We need people to represent the diverse patient groups across all our constituency areas of Greater Peterborough,

Huntingdonshire and Stamford/South Lincolnshire and the staff groups in our hospitals in Peterborough, Huntingdon and Stamford.

7.2 Governors play an important role in our organisation – acting as observers at key meetings, taking part in quality of care checks and holding our Non-Executive Directors to account. Individuals interested in a public or staff governor role are being asked to contact our Deputy Company Secretary Paul Denton for an informal discussion about the role ahead of putting themselves forward for election. The elections will run from 22 November to 15 December 2021, with results being declared in the week commencing 20 December 2021.

7.3 I look forward to welcoming our new governors in the New Year.

8. NATIONAL STAFF SURVEY 2021

8.1 The NHS Staff Survey 2021 launched on Monday 4 October. It is one of the biggest workforce surveys in the world and is used to understand better the experiences of our NHS people and to see where change is needed.

8.2 We are actively encouraging our staff members to set aside 15 minutes to fill in the online survey – which is completely anonymous and is used as an official statistic when the results are published in the New Year.

9. LOOKING AHEAD TO THE FUTURE OF TRUST COMMUNICATIONS

9.1 Earlier this year, the Trust commissioned independent communications and public relations firm Baker Baird to conduct an exercise to examine the Trust's communications service and strategy. The timing of this work has been key – the changing needs of our staff and wider stakeholders during the pandemic has been a significant influencing factor in our Trust communications services. And as we look to the future, where we develop our Trust strategy for the next three-to-five years, we need to ensure our communications function is fully aligned to our strategic direction. This will influence how the public face of our organisation is represented across all channels.

9.2 Stuart Baird and Gaby Taylor from Baker Baird will present their findings and recommendations to the Board in today's meeting. I look forward to discussing the implementation of these recommendations over the coming months.

10. BOARD ASSURANCE FRAMEWORK AND RISK OVERVIEW

10.1 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.

10.2 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. This month, the following supporting objectives have moved from Amber to Red in the BAF:

- Complete Stamford land sale and commence work on the new car park.
- Go live with the new shared care records with system partners.

10.3 Following the Board Cyber Risk Session, work has been undertaken to update the strategic risk register. A new strategic risk has now been added and one existing risk revised as a result of the discussions from that session.

10.4 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>	• Chief Executive Officer's Report
	• Maternity Board Report
	• Integrated Performance Report
	• Infection Control Annual Report
<i>'We will celebrate our staff and successes and ensure we provide support to our staff and develop them for the future'</i>	• Patient Story: "Charlotte Video" Changing Learning Culture And Collaborative Team Environment
	• Chief Executive Officer's Report
	• Integrated Performance Report
	• Gender Pay Gap
<i>'We will work sustainably to further develop our services, finances and the environment'</i>	• Annual Organisational Audit – Medical Appraisal
	• Integrated Performance Report
	• EPRR Annual Report and NHSE Core Standards Assessment 2021
	• Risk Appetite Statement

11. TRUST NEWS HIGHLIGHTS

11.1 **Celebrating our outstanding staff:** Our first-ever virtual awards ceremony was held on Friday 10 September to honour our fantastic staff members as part of our Trust Outstanding Achievements programme. I know I speak for all of the executive team when I say it was an absolute honour to be part of this event. We heard some fabulous examples of how staff went above and beyond in their roles during the peaks of the pandemic to care for our patients and each other. A list of staff who won an award, or who were highly commended, is available on the news section of our Trust website. Our monthly Outstanding Achievement awards programme continues throughout the year and is a great way to showcase our staff's achievements.

- 11.2 **Peterborough Apprenticeship Awards:** Three members of Trust staff received accolades in the Peterborough Apprenticeship Awards held on 24 September 2021. Sharon Maywood won Health and Public Service Apprentice of the Year, Danielle Murrell, Trainee Nursing Associate, won the Rising Star category and Lucy Mae Rose, Trainee Nursing Associate, was a runner up in the Rising Star category. Congratulations to all three!
- 11.3 **Obstetrics and Gynaecological Team accolade:** Following the Annual General Medical Council Survey, Peterborough City Hospital came out as one of the top 10 training units for Obstetrics and Gynaecology. The survey is completed by all doctors in training and is a self-assessment of their training and mandatory to complete. The questions are framed within a set of 19 key domains and Peterborough ranked in the top quartile in most areas, and ahead of other Obstetrics and Gynaecology units in the East of England.
- 11.4 **Cambridge Medical School rating success:** The quality of our medical education was given a seal of approval in a Quality Assurance Visit by Cambridge Medical School in September. Feedback from its students showed that 98% rated their experience at our Trust as very good – which is very pleasing to hear. The feedback is based on the students' experience of our facilities and pastoral care as well as the learning experience they receive from learning in our hospitals. Thank you to all the teams who support our students.

Caroline Walker
Chief Executive Officer