

REPORT TO THE TRUST BOARD (PUBLIC)

REPORT TITLE	Chief Executive Officer's Report
AUTHOR	Mandy Ward, Head of Communications Taff Gidi, Company Secretary & Head of Corporate Affairs
EXECUTIVE SPONSOR	Caroline Walker, Chief Executive
DATE OF MEETING	14 December 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
103349	As a result of the ongoing impact of Covid-19, there is a risk that the Trust is not able to safely restore all local and specialist services to previous levels of capacity which results in increased waiting times and poorer outcomes and experience for patients.
103343	Risk to patient and staff safety at Hinchingbrooke Hospital due to old and non-compliant building.
103345	The Cambridgeshire and Peterborough STP does not evolve into a fit for purpose integrated care system, leading to polarisation that does not address system inequalities and inefficiencies.

RISK APPETITE RELEVANT TO THE PAPER

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 Regulation 17
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 Since my last public report to the Board of Directors in October, we have seen the number of patients with the Covid-19 infection being cared for in our hospitals remain steady at an average of between 70 to 100 patients per day. We continue to see a mix of those who have been vaccinated, either partially or fully, with those who have not. We currently have five wards (3 at Peterborough City Hospital and 2 at Hinchingbrooke Hospital) dedicated to the care of Covid-19 patients.
- 1.2 The prevalence of infection in our local communities continues to be higher than in some parts of the country and in response to this, Cambridgeshire and Peterborough was named as an Enhanced Response Area on 1 November 2021. This means the Government has deployed extra resource to the area to manage activities such as surge testing and to maximise vaccine uptake. The Enhanced Response support is expected to continue until Christmas week after which a further review will take place.
- 1.3 We are currently working to guidance issued by the UK Government regarding the new Covid-19 variant Omicron and have published Government advice to our workforce regarding any foreign travel to and from a number of African countries. Our Infection Prevention and Control Team will work with our Hospital Control Team to respond accordingly as any additional information about this new variant of the infection becomes known.
- 1.4 Inpatient visiting in our hospitals is currently restricted. We do not make this decision lightly as we know how important visiting is for patients and their loved ones. Exemptions remain in place 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. The reason for introducing this measure is to prevent, where possible, infection being brought into our hospitals and passed on to our patients and staff members. We are reviewing the situation on a daily basis with advice from our Infection Prevention and Control Team. Chief Nurse Jo Bennis will present the latest position in her Quality Report.
- 1.5 Our dedicated staff Covid-19 booster and flu staff vaccination clinics, which opened on our two main hospital sites on 27 September 2021, are due to switch on Friday 17 December 2021 back to being run by our Occupational Health team. At the time of writing, 65.5% of staff have now received a booster vaccination and 61.8% have had their annual flu jab. We are encouraging staff who are yet to receive their vaccines to ensure they get theirs as soon as possible to help us continue to fight the Covid-19 and Flu viruses.

2. REMEMBERING OUR COLLEAGUES

- 2.1 December marks a year since the Trust lost three members of staff to the Covid-19 infection. This devastating loss is still felt across our hospitals and so we are both honoured and proud to pay tribute to them.

- 2.2 We held our first ceremony at Hinchingsbrooke Hospital on 1 December 2021 in memory of Dave Kemp, ward clerk on the Acute Assessment Unit, who died at Addenbrookes' Hospital on 1 December 2020. We were joined by Dave's wife and their children for the service, which was conducted by our chaplain Roger Cresswell. A tree was planted in Dave's memory on the green at the front of the hospital. It was a very moving and heartfelt tribute and it was a privilege for me to attend.
- 2.3 We will be remembering Bernard (Bong) Meriales, Healthcare Assistant on ward A8, in a service to be held in the Faith Centre at Peterborough City Hospital on Wednesday 15 December 2021. A ceremony was also held on the ward on 7 December 2021, the anniversary of Bong's death, in which a plaque was unveiled in his memory. Our thoughts are with Bong's wife and their daughter.
- 2.4 We are finalising arrangements to pay tribute to Debbie Carter, Outpatients Booking Clerk, who passed away at her home on 27 December 2020 after contracting Covid-19. We will ensure Debbie's memory lives on in our hospital and are working with her son to give him, his family and Debbie's colleagues an opportunity to honour her memory.

3. WINTER PLAN

- 3.1 We are now working to our Winter Plan, in conjunction with our partners across the local health and care system.
- 3.2 We anticipate this winter will present significant challenges across our system, relating to demand for urgent and emergency care services. This is due to a combination of the ongoing pandemic and a predicted increase in winter illnesses coupled with longer waiting times and our own staffing challenges related to illness and other staffing gaps.
- 3.3 We have allocated £3.5m above our normal spend to support emergency and planned care activity this winter. This includes recruiting more staff posts to fill vacancies.
- 3.4 However, I am pleased to see the continued development and use of our Same Day Emergency Care services to help some patients avoid an overnight stay in hospital. It is also encouraging to see how our teams in the Urgent Treatment Centre at Peterborough City Hospital are managing the higher-than-average attendances at present.
- 3.5 Chief Operating Officer Phil Walmsley will provide a more detailed update in his report to the Board.

4. TRUST AWARDED £4.5M FUNDING FOR PATIENT CARE IMPROVEMENTS

- 4.1 NWAngliaFT has been awarded almost £4.5 million capital funding to invest in improvements to care, increase the number of patients that can be treated and upgrade diagnostic equipment. This is part of a £700 million investment announced by

the Government on 3 December 2021 to help improve care for patients and reduce waiting times.

- 4.2 The funding – one of the most sizeable awards in the region – is in line with the Trust’s vision to provide outstanding care for local communities, and level-up the digital infrastructure in readiness to work more closely with health and social care organisations across the local health economy.
- 4.3 This will allow us to enhance diagnostics capacity by converting X-ray rooms across all hospital sites to digital radiography, which will improve quality, save time and improve safety for patients. In addition, more space will be created for outpatient appointments at Peterborough City Hospital for trauma and orthopaedic patients, while extended hours for the Emergency Gynaecological Assessment Unit will help to reduce demand on the Emergency Department at PCH.
- 4.4 Winning this funding is a great opportunity for us to improve experience of care for our communities and to lay the foundations for smart digital care innovations to come. The award includes £3.4 million to strengthen the Trust’s digital foundations to enable clinicians to work more efficiently, freeing up their time to give even more focus on patient care. This includes implementing more secure, robust and easy-to-use technology to allow reliable remote and flexible working, greater use of mobile devices to support care delivery and more consistent ways of working across our sites.

5. HINCHINGBROOKE HOSPITAL REDEVELOPMENT UPDATE

- 5.1 I hope to be able to give an update shortly on the final approval for our Full Business Case to build a new operating theatres block on the Hinchingsbrooke Hospital site. The case, to replace our main theatres was discussed and verbally approved by our regulators and the Department of Health on 18 November 2021. Providing funding is confirmed, we can move forward with our plan to start construction in January 2022 on land between the main hospital and the Treatment Centre.
- 5.2 The final enabling works are currently being completed on the Hinchingsbrooke site before construction can begin. This includes demolishing the Woodpecker Lodge offices which has been home to approximately 100 administration staff, who have since been relocated to new locations across the hospital site.
- 5.3 In my last update to the Board in October, I confirmed that the Trust had submitted an Expression of Interest to the future new hospitals programme for funding to rebuild Hinchingsbrooke Hospital, which was built in 1984 and needs major redevelopment to address structural issues with the roof and infrastructure.
- 5.4 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.

5.5 We are yet to hear whether we are one of the 8 hospitals selected for the second stage of the funding process. I hope to provide an update in the spring.

6. MATERNITY SERVICES UPDATE

6.1 The Trust Board of Directors, our Director of Midwifery and I were fortunate to have a meeting with Professor Jacqueline Dunkley-Bent, Chief Midwifery Officer for NHS England, and her national team on 1 December 2021, where we discussed the progress we have made in improving our maternity services across our sites.

6.2 While we recognise there is still some work to do in recruiting more midwives against a backdrop of a national shortage, we have appointed 13 new midwives in the past month, with more due to join us shortly. We are also running dedicated programmes to support our maternity teams to have greater access to support, training and development in their roles.

7. INTEGRATED CARE SYSTEM UPDATE

7.1 Since my last public report to the Board, two key appointments have been made to the leadership of the Cambridgeshire and Peterborough Integrated Care System (ICS).

7.2 John O'Brien has been appointed Chair designate of the ICS and Jan Thomas as Chief Executive Officer designate. Their roles will begin in earnest on 1 April 2022 when our ICS comes into legal operation.

7.3 While the new structure of the NHS develops, both nationally and locally, our Trust is playing its full part in the whole system leadership. I look forward to working with Jan and John to deliver our local health system priorities.

8. CHRISTMAS AT NWANGLIAFT

8.1 As we come to the end of another busy and challenging year for our staff, we wanted to recognise their remarkable efforts by offering them some festive cheer. Thanks to our Trust charity, and our catering teams at Peterborough City and Hinchbrook Hospitals, we have been able to give staff the chance to book a free festive baguette and mince pie lunch as a thank you for their efforts. I look forward to delivering some of the baguette orders to teams in the coming weeks.

8.2 We have made sure our teams working at Stamford, Doddington and Princess of Wales Hospital in Ely have not missed out despite not having restaurant facilities on site. They have been treated to a hamper of cakes, biscuits and other goodies to help brighten their lunchtimes. I enjoyed visiting the Ely and Doddington teams last week and will be dropping in on our Stamford-based colleagues on 16 December.

8.3 In addition, we staged a Winter Wellbeing Week on 6-10 December 2021 to focus on the health and wellbeing of our workforce and encourage them to find more time to take a break, relax, enjoy a treat and care better for themselves. We are planning more thank you gestures and treats as we head closer to Christmas and in the New Year.

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 The updated Board Assurance Framework for 2021/22 and the Strategic Risk Register are included in the appendices to the Integrated Performance Reports.

9.3 The Board has undertaken an analysis of whether the Trust is operating within agreed levels of risk appetite for all domains of the Trust risk appetite statement and considered further actions to be taken where required. This is in line with the Trust's approach to actively monitor and manage key risks to the Trust. The analysis enables the Board to utilise the risk appetite statement to inform its decision making processes.

9.4 There have been no changes to the strategic risk register since the last meeting.

9.5 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
	• Maternity Board Report
	• 6 Monthly Non-Medical Staffing Paper
	• Maternity 6 Monthly Staffing Review Paper
	• 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>	• Chief Executive Officer's Report
	• Integrated Performance Report
	• Maternity 6 Monthly Staffing Review Paper
	• 6 Monthly Non-Medical Staffing Paper
	• Freedom to Speak Up
<i>'We will work sustainably to further develop our services, finances and the environment'</i>	• Integrated Performance Report
	• Annual Planning Process
	• Trust Strategy review Progress Update
	• Green Plan
	• Overview of Quality Improvement Journey

10. TRUST NEWS HIGHLIGHTS

- 10.1 **Highlighting how our staff go above and beyond:** I am incredibly proud of our staff, and I know that amazing stories of care, that exceed patients' expectations, happen every day in our hospitals. I want to highlight an example of how one of our staff members truly made a difference to a patient at a time when it mattered most. Cancer Services matron Linda Nkhata stepped in to help a vulnerable patient who came to hospital for a clinic appointment in which she was due to receive bad news about her condition. The patient was suffering from swollen feet and as a result did not have any shoes that fitted properly and had to come to hospital barefoot. Linda's colleagues were upset to see this and alerted her. Linda immediately grabbed her spare work shoes to give to the patient to try. The shoes fitted and the patient was able to leave hospital in more comfort. Thank you to Linda for being a fantastic leader and truly living our Trust values.
- 10.2 **Paediatric Team wins a PAFTA:** Congratulations to our paediatric team at Peterborough City Hospital who have been awarded the title of Training Unit of the Year for the Midlands in the Paediatric Award for Training Achievements (PAFTA). This awards initiative is supported by the prestigious Royal College of Paediatrics and Child Health. The Team are due to formally be presented with the award in March 2022. Congratulations to all involved on this excellent endorsement of the training experience they provide.
- 10.3 **Chief Nurse wins accolade:** We were all delighted to hear that Joanne Bennis, Chief Nurse, had won Public Service Woman of the Year in the Women in Peterborough Awards held on 25 November. Jo was nominated by her team and was up against two other public services nominees. She scooped the title as a result of her dedicated duty to oversee the safe and effective care of thousands of patients who have been in our hospitals during the pandemic. I am sure you will join me in congratulating her and celebrating the great things that she won the award for.
- 10.4 **Virtual waiting room pilot success in national awards:** The Trust, in collaboration with Herts Urgent Care and Cambridgeshire and Peterborough CCG, has won a Health Service Journal Award in the 'Driving Excellence Through Technology' category. The national awards, held on 18 November, highlighted the collaborative work on a Virtual Waiting Room pilot project that the Trust participated in. The pilot looked at an alternative pathway for patients directed to emergency departments via the 111 service. This involved patients being admitted to a 'virtual waiting room' following an initial assessment by Herts Urgent Care, which runs the 111 service. In the virtual waiting room, patients have a video consultation with a specialised clinician or emergency department healthcare professional. This was hailed by judges as a great example of using technology to make improvements to the delivery of urgent and emergency care. Congratulations to the staff involved in the pilot.

Caroline Walker
Chief Executive Officer