

## REPORT TO THE TRUST BOARD (PUBLIC)

<b>REPORT TITLE</b>	Chief Executive Officer's Report
<b>AUTHOR</b>	Caroline Walker, Chief Executive
<b>EXECUTIVE SPONSOR</b>	Caroline Walker, Chief Executive
<b>DATE OF MEETING</b>	8 February 2022`
<b>PRESENTED FOR</b>	Discussion
<b>ITEM PREVIOUSLY CONSIDERED BY</b>	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:

1. 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**

<b>Legal/ Regulatory Relevance:</b>	NHS Improvement: Foundation Trust Governance
<b>NHS Constitution Delivery</b>	<i>None</i>
<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> 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 There has been a significant increase in the level of response required to safely manage COVID-19, combined with winter pressures, and the subsequent impact on the running of our hospitals in the past two months.
- 1.2 The Peterborough area continues to report a much higher than average infection rate, which translates to more patients with COVID needing hospital care. While we have seen inpatient numbers remain at a daily average of 100-120, and new admissions average approximately 10 per day across our two main sites, we have also seen a significant impact on our staffing levels. Since the Christmas break, our staff sickness absence rates due to COVID-19 have been at their highest since the pandemic began – which is double the normal rate. This has been the case in many other hospitals locally and nationally, and we have been extremely grateful to the staff working extra shifts to cover rota gaps.
- 1.3 The inevitable consequence of this situation is that we have had to stop some non-urgent planned activity again while we prioritise the care of clinically-urgent patients. This is not something we do lightly and I would like to apologise to the patients affected in the past month. I would like to reassure our patients that these are temporary measures and we will get back to treating all of our patients once the wave reduces again.
- 1.4 I'd like to highlight the work of our Emergency Preparedness Team who have worked with Infection Control and Occupational Health colleagues to develop a new staff swabbing process in January to test and support staff to return to work following a Covid contact or positive PCR. This is helping our staff return to work with confidence.
- 1.5 On Monday 31 January 2022, the Secretary of State for Health announced that the policy to make COVID-19 vaccinations mandatory for NHS staff was being reconsidered. Our Workforce Teams are continuing to work with staff members who are currently recorded as unvaccinated while we await an update on the process. It is a relief to not be issuing notice of termination letters to much valued employees affected by the vaccination regulations.
- 1.6 As of 27 January 2022, it was no longer mandatory to wear a mask in a public setting. However, for the NHS, this is not the case. In hospitals, clinics, doctors' surgeries and other healthcare settings, we continue to ask our patients and visitors to wear a mask to protect the vulnerable patients in our care, and to ensure our staff can remain as safe as possible.
- 1.7 At present, while COVID-19 cases are still prevalent in our hospitals and communities, our visiting restrictions remain in place, however these are reviewed on a regular basis. Our ward teams are asked to consider individual patient needs in exceptional circumstances and we continue to allow visitors for patients receiving end of life care. Full details of the visiting restrictions, and exceptions, are available on our website: [www.nwangliaft.nhs.uk](http://www.nwangliaft.nhs.uk)

- 1.8 It was great to see such a positive reaction to the work of the team in our COVID Medicine Delivery Unit – which was featured on BBC Look East in January. This is a service for clinically-vulnerable patients who test positive for COVID-19. They are treated with a newly-developed antibody infusion which helps prevent them from becoming seriously unwell with the infection. It was fabulous to see our first patient, Kelly Irvine, talk about how receiving the drug ensured she was symptom-free by Christmas Day. Congratulations and thank you to the team delivering this service, which is located at Hinchingsbrooke Hospital.
- 1.9 Finally, I am pleased to report a major step forward in the care of COVID-19 patients, with the introduction of a new virtual respiratory ward, which enables some patients to be treated in their homes rather than having a prolonged stay in hospital. Despite being at home, patients are carefully monitored via daily contact with designated hospital staff and undertake tests which they record on our virtual ward system to maintain the highest standard of safety and care. Eligible patients, who meet certain clinical criteria, will be admitted onto the Virtual Ward, which will free up around 40 beds within the two hospital sites. Congratulations and thank you to the clinical, technological and support staff who have worked on this development.

## **2. NEW CHAIR APPOINTED**

- 2.1 On Monday 31 January 2022 we announced that the new Chair of North West Anglia NHS Foundation Trust is Professor Steve Barnett.
- 2.2 Professor Barnett will join us on Friday 1 April 2022, when he will take over from current Chair Rob Hughes, who has completed his full nine-year term in the role.
- 2.3 He joins the Trust from Queen Elizabeth Hospital King's Lynn NHS Foundation Trust where he has served as Chair since 2018 and has successfully led the Trust on an impressive journey of improvement. He brings more than 30 years' of experience working in senior positions in the NHS and related bodies, at a local and national level.
- 2.4 Moving to our Trust will see Professor Barnett return to the county in which he lives, and to the hospitals which have been his local hospitals for almost three decades. I know I speak on behalf of the Board of Directors when I say that we are looking forward to working with him as our new Chair.
- 2.5 I would like to thank our current Chair Rob Hughes for his support and guidance during my time as Chief Executive and previously as Director of Finance. We have seen many improvements to our services in the past nine years and I am sure he will leave us happy in the knowledge he has helped us take some major steps forward as an organisation in this period.

### **3. WELCOME TO NEW NON-EXECUTIVE DIRECTOR JAMES ROLFE**

- 3.1 I'd like to formally welcome James Rolfe to our Board of Directors as our new Non-Executive Director. James is Chief Operating Officer at Anglia Ruskin University (ARU) where he leads on the delivery of the University's professional services – specifically people, planning, business intelligence, digital, transformation and estates, plus corporate development. James is also a member of the CBI Eastern Region Council and sits on the national Executive Committee of the Association of Heads of University Administration. He began his career in the Civil Service, based in Whitehall, before moving to local government, which has seen him work in London and Norfolk.
- 3.2 Today's board meeting is the second public meeting that James has attended, his first was in December 2021 shortly after his appointment. I look forward to working with him in 2022 and beyond.

### **4. HINCHINGBROOKE HOSPITAL REDEVELOPMENT UPDATE**

- 4.1 I am pleased to announce the start of building work to create a new, purpose-built operating theatres building at Hinchingsbrooke Hospital in the coming weeks. The construction of the new theatre block marks the culmination of a two-year process to obtain funding and planning approvals, led by the hospitals' Redevelopment Steering Group.
- 4.2 It will be built on land between the main hospital building and the Treatment Centre and is due to open in mid-2023. It will replace the theatres in the main hospital building, which are coming to the end of their operational life. The new building will benefit from the latest green energy systems, such as photovoltaic and air source heat pumps, to ensure a low carbon impact on the environment. This plan has already been awarded an 'excellent' rating under the BREEAM rating benchmark for sustainable design and construction.
- 4.3 Patients will undergo surgical procedures in one of 7 operating theatres that incorporate the latest thinking on operating theatre design and technology. There will also be a separate area for children to be cared for.
- 4.4 This is a major step for our team at Hinchingsbrooke who have been keen to bring to life our plans to modernise our facilities and services. It is an exciting time for our patients and staff, particularly those working in our existing theatres, as they have been closely involved in planning the new operating environment they will be working in. This substantial investment by the NHS demonstrates the important long-term role Hinchingsbrooke Hospital will play in the provision of acute hospital care within the Cambridgeshire and Peterborough health system.

## **5. UPDATING THE PRIME MINISTER**

- 5.1 On Thursday 6 January 2022, Trust Chair Rob Hughes and I were invited to take part in an online meeting with the Prime Minister, Boris Johnson. This coincided with his visit to one of Peterborough's vaccination centres in the Queensgate Shopping Centre.
- 5.2 The Prime Minister was particularly keen to understand the specific pressures our frontline teams and supporting staff are facing right now and he asked us to pass on his personal thanks to them all for the way they have gone above and beyond the line of duty during the pandemic.

## **6. RELAUNCHING OUR TRUST CHARITY**

- 6.1 We are extremely fortunate and delighted to have secured celebrity Craig Revel Horwood as the patron of our newly-relaunched Trust charity. Craig is best known for his regular Saturday night appearances as the longest-serving judge on BBC's Strictly. He has offered his support to our Trust charity since moving close to Peterborough last year.
- 6.2 On Monday 24 January 2022 we enlisted Craig's support to unveil our new charity name, logo and his role as our patron. Our charity has been renamed, more simply, as North West Anglia Hospital's Charity, and aims to support patients and staff to provide 'added extras' including facilities and equipment to enhance patients and staff experience, support research programmes and develop our services and education.
- 6.3 Craig assisted with our launch to staff by taking part in a live lunchtime question and answer session via MS teams and later in the day helped us promote the charity via the local media and our social media channels.
- 6.4 I look forward to updating the board on the progress with the charity over the coming year. For more information about North West Anglia Hospitals Charity, visit the website: <https://www.nwangliaft.nhs.uk/north-west-anglia-hospitals-charity/>

## **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 To support the Board in its oversight of Strategic Risks, the Audit Committee reviewed a thematic report on strategic risks covering January – December 2021 at its recent meeting.

- 7.3 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.
- 7.4 There have been no changes to strategic risk scores since the last meeting.
- 7.5 The Trust continues to operate outside of its risk appetite level as reported to the Board previously. This was discussed at the Audit Committee in January 2022.
- 7.6 The following changes have been made to the Board Assurance Framework this month:
- The rating on the ‘Embed quality improvements and transformation as part of our culture and support staff development’ measure has improved to green. This reflects the position following the Board session on Quality Improvement last month.
- 7.7 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>	• Mental Health Update
	• Maternity Board Report including Year 3 CNST Update
	• Integrated Performance Report
	• Mortality Report
	• Urgent Emergency Care Performance/Winter Plans
<i>‘We will celebrate our staff and successes and ensure we provide support to our staff and develop them for the future’</i>	• Mental Health Update
	• Chief Executive Officer’s Report
	• Integrated Performance Report
<i>‘We will work sustainably to further develop our services, finances and the environment’</i>	• Staff Mandatory Vaccinations (VCOD)
	• Integrated Performance Report
	• Trust Strategy 2022-25
	• Green Plan
	• Annual Planning Process 2022/23
	• Hinchingsbrooke Hospital Theatres Full Business Case

## 8. TRUST NEWS HIGHLIGHTS

- 8.1 **Speedy delivery for Christmas twins:** Peterborough City Hospital midwife Ebony Reid rushed to help deliver twins in the hospital car park at the end of her shift on Christmas Eve. Ebony had completed her shift when she heard that a woman needed urgent assistance and went to help with a colleague. They found that the mum had

already delivered the first baby in the car and eight minutes later baby number two was born. Despite their speedy entry into the world, the twins, who both weighed 4lbs each, were well and able to go home with mum after a period of care. Congratulations to all!

- 8.2 **Nurse completes her degree while being treated for breast cancer:** Huge congratulations to nurse Sharon Maywood who successfully completed her nursing apprenticeship degree while being treated for breast cancer. As a result of her amazing achievement, Sharon has been nominated for a national Our Health Heroes Award in the Breakthrough Apprentice of the Year category. Sharon originally worked in accounting, but decided to have a career change at the age of 40. She started her journey into nursing as a healthcare assistant on Ward A10 at Peterborough City Hospital and joined the Nursing Associate pilot scheme in January 2017 before qualifying in January 2019. She then went on to top up her qualification as a nurse and qualified in February 2021 as part of the Trust's collaboration with Anglia Ruskin University. However, part way through her course in 2018, Sharon was diagnosed with breast cancer. Undeterred, she took the brave decision to carry on with her studies, refusing to take a single day off, despite undergoing intensive cancer treatment. Against all the odds, Sharon qualified as a nurse earlier this year. We wish her every success in the national awards ceremony, but she is already a star at North West Anglia NHS Foundation Trust.
- 8.3 **Bliss Baby Charter accolade for maternity teams:** The Neonatal Intensive Care Unit at Peterborough City Hospital and Special Care Baby Unit at Hinchingsbrooke Hospital have both received their bronze accreditation for the Bliss Baby Charter after receiving funding from the Local Maternity and Neonatal System Operational Delivery group. The Bliss Baby Charter provides neonatal units with a practical framework to assess themselves against which has several stages within the programme which lead up to gold accreditation. The Bliss Baby Charter bronze award recognises the changes that have been made on the units to improve the delivery of excellent family centred care. The next step for both units is to work towards silver accreditation. Congratulations to the teams involved in achieving this accreditation.

**Caroline Walker**  
**Chief Executive Officer**