

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	12 April 2022
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:

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

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. MANAGING OUR OPERATIONAL PRESSURES

- 1.1 Our staff continue to work incredibly hard to manage the patients needing urgent and emergency care in our hospitals. This sustained, higher level of demand does not appear to be slowing at the moment due to the continued prevalence of the COVID-19 infection in our communities, coupled with peaks of other illnesses, elective care backlogs, and trauma that we are more likely to see at this time of year.
- 1.2 However, the operational impact in recent weeks has been both vast and sudden, as bed spaces were quickly switched to manage COVID-positive patients. I have seen first-hand how our teams have been working hard together to reconfigure wards, and specific bays within wards, in order to manage. It is however, the case that the majority of our COVID patients are asymptomatic and are not in hospital for COVID treatment.
- 1.3 With more patients needing emergency admissions, and our beds fully occupied, it sadly means patients are waiting longer in our emergency departments than we would like. It also means those patients arriving by ambulance are sometimes waiting to be transferred into our care. Our nursing and medical staff are doing everything possible to manage the safety and comfort of our patients who are waiting for long periods.
- 1.4 During these periods of intense demand, some routine activities are postponed to release staff to be deployed to our emergency department to offer extra clinical support. This is vital – particularly as our own staff sickness levels continue to be higher than average at the moment. I would like to thank all our staff who are caring for patients – and those colleagues supporting the teams on the frontline – during this more challenging period.
- 1.5 I would also like to apologise to any patients who have had planned procedures or appointments postponed due to our need to move staff to care for emergency patients. We will do all we can to reschedule appointments as soon as possible.
- 1.6 The impact of COVID-19 on planned care is still very much an issue and we are in the process of revising our pre-admission and pre-procedure screening, which should help to improve the process and bring patients in faster, also avoiding so many last minute cancellations.
- 1.7 With the Easter Bank Holiday soon to be upon us, and the likelihood of a greater demand for emergency care over this period, we are actively planning ways to improve the flow of patients in our hospitals to ensure we are as ready as we can be to care for any increase in patients needing our care. This includes a focus upon discharges and working with our local health system partners to achieve admission avoidance and better discharge flow.

2. VISITING RESTRICTIONS EASED

- 2.1 After careful consideration, we reintroduced inpatient visiting in our hospitals on Wednesday 2 March 2022. This has been managed in a controlled way due to the prevalence of the COVID-19 infection remaining high in the local communities served

by our hospitals.

- 2.2 We ask that visitors continue to help us to reduce the risk of the virus spreading in our hospitals by wearing a mask at all times, practicing social distancing and good hand hygiene.
- 2.3 Currently we ask that patients have one named visitor for the duration of their inpatient stay to reduce the number of people coming on to a ward. Visiting is permitted for one hour per day with exceptions in place for end of life patients, paediatrics and maternity services. Our ward teams will also exercise discretion based on specific circumstances as they have done throughout the pandemic.
- 2.4 I hope we can return to regular visiting access soon as I can appreciate how contact with loved ones can make a hospital stay much easier. Our volunteers and our ward teams are continuing to help patients stay in touch with loved ones via iPad's on the wards and emails.

3. MARKING THE SECOND ANNIVERSARY OF OUR COVID-19 RESPONSE

- 3.1 On Wednesday 23 March 2022, we joined NHS colleagues across the country to mark the two-year anniversary of the first COVID-19 lockdown.
- 3.2 As we pass this poignant milestone, I would like to pay tribute, on behalf of our Trust Board of Directors, to the patients we have lost to COVID-19 since March 2020 and to remember their loved ones as they cope with their grief and loss.
- 3.3 We also fondly remember our three staff members who died after contracting their COVID-19 infection, Ward Clerk Dave Kemp, Healthcare Assistant Bernald Meriales and Outpatients Booking Clerk Debbie Carter.
- 3.4 I would also like to send our warmest good wishes to all those patients who we successfully treated and who are now able to be with their loved ones once again.

4. CARE QUALITY COMMISSION INSPECTION

- 4.1 Inspectors from the Care Quality Commission (CQC) visited our Trust for an unannounced inspection on Monday 28 February and Tuesday 1 March 2022 as part of an overall Cambridgeshire and Peterborough health system urgent and emergency care inspection. Inspection teams visited both Peterborough City and Hinchingsbrooke Hospitals to look at care delivery in the emergency, urgent care and medical departments.
- 4.2 Thank you to our teams for the positive way in which they responded to inspectors queries while still working in busy departments.
- 4.3 Our Chief Nurse Jo Bennis will be able to share more details in her update to the Board, but I know that our Emergency and Medicine divisional leads have shared the initial feedback from inspectors and taken some immediate actions for improvement.

They are working to an action plan that accentuates the positives raised and tackles the issues highlighted by the inspection team that require prompt and improved action.

5. WELCOME TO OUR NEW CHAIR

- 5.1 Professor Steve Barnett joined us on Friday 1 April 2022 as Chair of our Trust. Steve has received a full handover from former Chair Rob Hughes, who completed his full nine-year term in the role on 31 March 2022.
- 5.2 This is Steve's first public board meeting and I know I speak on behalf of all board members when I say we are looking forward to working with him.
- 5.3 Steve has joined us 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.
- 5.4 In his first few weeks in post, he has been getting to know staff and visiting a range of service areas. He has held two online chat sessions with staff and one with members of our Council of Governors. Over the coming weeks and months, he is intending to visit departments and join teams on shifts to truly get to know life in our hospitals as part of his induction plan.

6. EXECUTIVE DIRECTOR UPDATE

- 6.1 From 1 April 2022, Arshiya Khan, our Chief Strategy and Transformation Officer, took on the additional role of Deputy Chief Executive. Arshiya takes over from Dr Kanchan Rege, who has been Deputy Chief Executive since 2018.
- 6.2 Kanchan will continue as our Chief Medical Officer until she leaves the board in July 2022 to enjoy semi-retirement. Many of you will be aware that Kanchan is a Consultant Haematologist and will continue to hold her weekly clinics at Peterborough City Hospital as part of her semi-retirement plans.
- 6.3 I would like to thank Kanchan for her support in the past three years, which has been invaluable to me. I look forward to working even more closely with Arshiya over the coming months.

7. NHS STAFF SURVEY 2021

- 7.1 The results of the NHS Staff Survey, conducted across the NHS, were published on Wednesday 30 March 2022. It is not surprising that staff have reflected on the challenges they continue to face in their roles to register their concerns about working in the NHS today.
- 7.2 The results for our Trust give us lots to focus on and provide valuable feedback.

- 7.3 This has given us some key areas to work upon in order to help staff feel more supported in their roles and have a better staff experience.
- 7.4 Chief People Officer Louise Tibbert will take us through the key points of the report and our plans for responding to the results in her update to the Board.

8. NEW STRATEGIES TO SHAPE OUR FUTURE

- 8.1 On today's board meeting agenda we have some key strategies to consider for approval. The Digital, Data and Technology strategy and the People and Culture strategy are two of a number of enabling strategies that will support our overall Trust Strategy, which was approved at the last public meeting of our Board of Directors in February 2022.
- 8.2 I am pleased to support both of these key strategies which help set our future direction – one, in the use of technology and the other, in how we will attract, support, develop and retain our workforce.
- 8.3 Once approved, we will publish these strategies and share and promote with our staff, so that they can understand the part they can play in helping us to deliver the objectives set out in each strategy.

9. HINCHINGBROOKE HOSPITAL REDEVELOPMENT UPDATE

- 9.1 Construction is about to begin to create a new, purpose-built operating theatres building at Hinchingsbrooke Hospital. The construction of the new seven-theatre block marks the culmination of a two-year process to obtain funding and planning approvals, led by the hospitals' Redevelopment Steering Group.
- 9.2 The new theatres are being built on land between the main hospital building and the Treatment Centre and we plan to treat our first patients there in Autumn 2023. This long-awaited build replaces the theatres in the main hospital building, which are coming to the end of their operational life.
- 9.3 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.
- 9.4 I am pleased to report that Huntingdonshire District Council approved the Trust's bid for £271,000 Community Infrastructure Levy funding at its cabinet meeting on 17 March 2022. Councillors agreed the funding would support the projected growth in the population and the need to future proof services within our development plan. We are pleased to have this support from the District Council.

10. BOARD ASSURANCE FRAMEWORK AND RISK OVERVIEW

10.1 The Board will review the Board Assurance Framework as at 16 March 2022. The year-end position will be presented at the next meeting. The strategic risk register is presented showing the year-end position.

10.2 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.

10.3 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.

10.4 The following strategic risk score has been revised since last month:

- **Risk 103346** - There is a risk that failure to recognise and deliver fundamental standards of care impacting on patient safety, experience and regulatory requirements – score increased from 16 to 20.
- **Risk 103352** - There is a risk of non-compliance with regulatory indicators and national guidelines for maternity impacting on patient safety, quality and experience – score decreased from 16 to 12.

10.5 The risk score decrease for 103352 (maternity) reflects an improvement in safety for patients in spite of the other operational risk pressures that still exist which the Trust is mitigating. The increase in risk score for 103346 (fundamental standards of care) has increased following triangulation of internal intelligence with the recent CQC report following inspection of the emergency, urgent care and medical departments. The Board discussions will reflect the increased risk profile on these areas.

10.6 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</i>	• Mental Health Update
	• Chief Executive Officer's Report
	• Integrated Performance Report

<i>support to our staff and develop them for the future'</i>	<ul style="list-style-type: none"> • Staff Mandatory Vaccinations (VCOD)
<i>'We will work sustainably to further develop our services, finances and the environment'</i>	<ul style="list-style-type: none"> • Integrated Performance Report
	<ul style="list-style-type: none"> • Trust Strategy 2022-25
	<ul style="list-style-type: none"> • Green Plan
	<ul style="list-style-type: none"> • Annual Planning Process 2022/23
	<ul style="list-style-type: none"> • Hinchingbrooke Hospital Theatres Full Business Case

11. TRUST NEWS HIGHLIGHTS

- 11.1 **Nurse Sharon is a national Health Hero:** Huge congratulations to nurse Sharon Maywood who has been named Breakthrough Apprentice of the Year in the national Our Health Heroes Awards for successfully completed her nursing apprenticeship degree while being treated for breast cancer. 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. She took the brave decision to carry on with her studies while undergoing intensive cancer treatment. Sharon qualified as a nurse earlier this year. We are hugely proud of her achievements and she thoroughly deserves to have been recognised at a national level.
- 11.2 **Trust Obstetrics and Gynaecology team's training success:** I am very proud to share that out of 184 Obstetrics and Gynaecology training units in the country, our Trust has been ranked top for overall performance, obstetric training and gynaecology training. This amazing result has been announced by the Specialty Education Advisory Committee of the Royal College of Obstetricians and Gynaecologists and is based on feedback from trainees. The unit was also highly commended for the professional development it provides to trainees. Congratulations to the college tutors and medical education teams who support our trainees in their roles. It is testament to their hard work that this accolade has been awarded.
- 11.3 **Charity's support lights up helipad at PCH:** Thanks to the support of the HELP Appeal, our helipad at Peterborough City Hospital now benefits from £47,000-worth of lighting that enables air ambulances to land at night. The state of the art lighting can be activated from the approaching helicopter and means that our Emergency Department can deliver 24/7 emergency care to patients arriving via air. Huge thanks to the HELP Appeal and all those who support their charitable efforts.

Caroline Walker
Chief Executive Officers