

Cambridge University Hospitals NHS Foundation Trust

Report to the Board of Directors: 10 January 2018

Agenda item	6
Title	Chair's Report
Sponsoring executive director	Mike More, Chair
Author(s)	As above.
Purpose	To receive and note the contents of the report.
Previously considered by	n/a

Executive Summary

This paper contains an update on a number of issues pertinent to the work of the Chair:

- Introduction
- Winter Pressure
- Diary Events
- You Made a Difference Awards

Related Trust objectives	Ensuring Clinical Excellence and Effectiveness; Improving Patient Safety; Improving Patient Experience; Ensuring a Sustainable Financial Future; Valuing our Staff and Partners
Risk and Assurance	n/a
Related Assurance Framework Entries	n/a
Legal / Regulatory / Equality, Diversity & Dignity implications?	n/a
How does this report affect Sustainability?	n/a
Does this report reference the Trust's values of "Together: safe, kind and excellent"?	n/a

Action required by the Board of Directors

The Board is asked to note the contents of this report.

**Board of Directors
Report of the Chair
Dr Mike More**

1. Introduction

Over the past month, we have had the Christmas and New Year period. As 2017 has drawn to a close and we look forward to the challenges and opportunities that 2018 will bring, I would like to thank all those staff who worked during the festive period, especially Christmas Day, to make sure that patients remained safe and well cared for and that the hospital continued to run. These past few weeks have been a time of enormous pressure for the NHS nationally and locally, and on behalf of the Board I would like to reiterate our thanks to all our staff who have worked so hard on behalf of our patients. My best wishes for the New Year go to all our patients and staff.

These issues remain important:

- Supporting the Chief Executive in strengthening the long term executive leadership and management of the Trust, and strengthening the development of the Board as a Unitary Board.
- Strengthening the working relationship between the Board of Directors and the Council of Governors; working closely with Julia Loudon as Lead Governor.
- Positively acknowledging the superb work done by clinicians, nurses and all other support staff to provide outstanding care and, by listening to them, ensuring that it is as easy as possible for them to continue providing safe, kind and excellent services.
- Continuing to support the development of strong clinical quality systems, building on the work undertaken since the CQC inspection of 2015 and improving the decision-making and accountability mechanisms of the Trust by early and effective attention to the governance review.
- Supporting the work on development of our long-term strategy.
- Working with the STP.
- Supporting the role of CUH as an active partner in the development of the Cambridge Biomedical Campus.

2. Winter Pressures

- 2.1 The Chief Executive has mentioned the sustained pressure under which the organisation is currently operating. This picture is reflected nationally in the recommendation of the national Medical Director, Professor Bruce Keogh, that non-urgent planned surgery be cancelled throughout the NHS until the end of January. As stated in my introduction, I would like to offer thanks, on behalf of the Board, for the ongoing tremendous efforts of staff throughout the organisation. These efforts are not underestimated, and are greatly appreciated.
- 2.2 The Chief Executive and Chief Operating Officer will update on the latest position at the Board meeting.

3. Diary events

- 3.1 Over the Christmas period I was pleased to take part in the carol service in the hospital chapel, and also spend time meeting with staff and patients around the Trust.
- 3.2 In December I was on the interview panel for the post of Director of Transformation. There was a strong field of candidates and I am pleased that Dr Ewen Cameron has been appointed to this role. This is a vital role in ensuring the sustainability of the Trust and on behalf of the Board I would like to offer congratulations to Ewen.
- 3.3 Also in December, interviews took place for the post of Director of Strategy and Major Projects, a post which Mark Turner has been filling in an interim capacity. Again, there was a strong field and an announcement will be made shortly. I would like to thank Mark Turner for all of his work in this role.
- 3.4 I was pleased to have an introductory meeting with Araminta Ledger, newly appointed by Cambridge University Health Partners as Director of Campus Development. This new role will be key to the ongoing development of the Cambridge Biomedical Campus and the Trust looks forward to working with Araminta.

4. You Made a Difference Awards

- 4.1 The December winners of the awards were Ally Mohamudally, Charge Nurse, Ward C 4, and Natalie Hoover, Healthcare Assistant, John Farnham Intensive Care Unit. Ally has worked at Addenbrooke's since March 2002 and has been a Band 6 Charge Nurse on AME (Acute Medicine for the Elderly) on Ward C4 since the ward was first set up and opened almost 10 years ago. He has a very calming and unassuming presence and is always professional and a fantastic Team Leader, as well as being very hardworking, reliable and well respected. He is also a huge support to both Claire and Georgina - Senior Sisters on AME. He is extremely knowledgeable regarding elderly care and is an excellent role model and teacher for students and staff and regularly receives very positive and complementary feedback from the students he mentors.
- 4.2 Natalie started on JVF ICU in January 2015, and as a Healthcare Assistant, she is involved in ensuring the smooth running of the unit; from helping to order stock items required in the day to day management of the Unit and keeping the 'beauty box' stocked up for the benefit of the patients, to keeping the unit tidy. Natalie always ensures every patient feels comfortable as well as being there for their relatives. She has the caring touch and goes out of her way to make things happen for patients and their loved ones. Natalie is a hardworking and dependable member of staff, and her future ambition is to become a nurse, and Natalie is currently working towards achieving this ambition.
- 4.3 The December team winners were Ward G4 – Nursing Team and Dr Roman Romero-Ortuno. Ward G4 - as a multidisciplinary team - understand how distressing it can be to see a loved one at the end of their life. Good end of life care is a vital part of caring for the older person,

providing the best possible quality of life and symptom control. Consultants Dr Romero Ortuno and Dr Mackett are passionate about good, honest communication with patients and their families so that people can retain control and choice wherever possible. Senior Sister Vanessa Hames is always keen to seek advice from the appropriate support specialist services and ensure that the ward is maintaining patients' privacy and dignity. A special mention to Staff Nurse Bartlett and Healthcare Assistant Leah Goreham who facilitated a bed move so that an elderly couple could be next to each other for the last time.

5. Recommendation

- 5.1 The Board of Directors is asked to note the contents of this report.

Appendix

The Council of Governors holds Non-Executive Directors to account for the performance of the Board. Governors will continue throughout the year to assess Board and Trust progress over the following areas:

- To improve and sustain operational performance as a major acute hospital across all clinical services and in compliance with all NHSE, NHSI, CQC, commissioner and other regulatory requirements.
- To set operational performance, governance and assurance at a level to secure a CQC outstanding rating within 2 years.
- To improve managerial and executive capacity by strengthening the Executive Director team, divisional teams and organisational and individual development, the timely resolution of the substantive appointment of the Chief Executive role and the continuing development of leadership talent.
- To make progress in achieving break-even by 2020 and to build capital financing capacity consistent with the investment needs of the hospital
- To continue to see improvement in staff morale, recruitment and retention despite external recruitment challenges and competitive market pressure
- To make measurable progress in implementation of all themes in the CUH Together Strategy in accordance with milestones
- To have made decisions on how to progress major service development and in what order
- To have confirmed a Master Planning outcome for the campus by the end of 2017
- To have finalised capacity planning for winter 2017/18 and have outline plans for winter 2018/19 by summer 2017
- To strengthen Board engagement on translation research and teaching, the former to secure a central role in the development of the UK Life Sciences Strategy and the Bio-Medical Campus' role in it
- To build on the positive opportunities from EPIC
- To play our full and leadership part in moving the Cambridgeshire and Peterborough STP forward and to so position the County to be a strong emergent Accountable Care System as laid out in the NHSE 5 year review
- To ensure CUH manages its contribution to the successful transfer of Papworth to the Campus.