



**James Paget
University Hospitals**
NHS Foundation Trust

Report to the Board of Directors 2020/21

Date of meeting	22 May 2020			
Subject	Chief Executive's Report			
Report of	Chief Executive			
Prepared by	Ann Filby, Head of Communications and Corporate Affairs			
Purpose of report	To update on the COVID-19 pandemic and the Trust, staff and community response			
Previously considered by (Committee/Date)	N/A			
Board Action Required	Approval			Discussion
	Decision			Information X
	Assurance			

Executive Summary and recommendation(s)

The priority at the current time is managing the COVID-19 pandemic and moving towards planning the Trust's recovery.

The Board received lengthy updates in March and April 2020, with a virtual meeting process in place. This first report in public summarises the current position.

The Board is asked to **note** this update.

Strategic Ambition and Board Assurance Framework (BAF) links		
Strategic Ambitions	1. Deliver the best possible level of safe and effective care	X
	2. Provide education, support and development for our staff to deliver excellence in practice and be the employer of choice	X
	3. Effectively manage our financial resources, our estate and our infrastructure to ensure we are sustainable	X
	4. Actively participate in innovation, research and partnerships to transform our services	X
BAF reference(s)	N/A	

This paper provides assurance against the Trust objective(s) identified	X
This paper is to close a gap in control/assurance in relation to the objective(s)	

Legal/regulatory (regulatory/legislation requirement with specific reference where appropriate)	Trust's Provider Licence Business continuity plans in relation to Level 4 national incident (Civil Contingencies Act 2004 Coronavirus Act 2020		
Equality Impact/risks (Equality Delivery System 2 – EDS2 Nov 2013)	Impact		
	Positive	Negative	Neutral X
Assurance process and frequency of monitoring	Monthly update to Board of Directors		

Explanation of Board action required:

Information: no discussion required. Update to ensure Board has sufficient knowledge on subject matter and to provide assurance on progress

Discussion: when seeking Board members' views, potentially ahead of final course of action being agreed

Decision: when being asked to choose between alternative courses of action

Approval: positive resolution required, to confirm paper is sufficient to assure the Board in its ongoing monitoring role or to address a gap in control

Chief Executive's Report – May 2020

COVID-19

1. Oversight of the pandemic

The Trust is managing the pandemic through its existing business continuity processes, as updated by regional/national requirements.

A tactical and strategic command is in place, meeting daily, seven days a week. All decision making takes place at the Strategic Management Team.

There is an on-site presence each day of the week for both tactical and strategic. Working practices across the hospital have also changed from five to seven day working to enable us to deliver clinical front line services and take care of our patients.

2. Governance and assurance

During March and April, the Board met in private, virtually, and agreed revised Terms of Reference and a governance and assurance process. Both documents are presented later on the agenda.

3. Our staff

Extensive daily staff updates are provided to all staff. This includes those that would not normally access email. Line managers have a critical role in ensuring that their staff are supported. The availability and use of Personal Protective Equipment (PPE) has caused most concern.

A weekly Chief Executive's Surgery is in place, through Microsoft Teams. This enables the latest update to be presented, including the data, and for staff to join the discussion and ask any questions that they have. Usually, these are answered immediately by a member of the Executive Team.

There are two locations on the Trust's intranet where staff can access information – one for guidance, risk assessments, training information and data; the other for staff updates, offers, links to national websites and health and wellbeing support.

The health and wellbeing of our staff is of utmost importance, with an extensive support offer both internally and externally. This includes a staff helpline available seven days a week. A printed card has now been circulated to all staff so that each offer is clear to enable them to choose the right one for their circumstances, should they need it.

The first fortnightly newsletter has gone out to those staff not at the hospital at the moment, whether they are shielding, working at home, off sick - short or long term - or on maternity leave. This was sent with a health and wellbeing card and a small gift of some sunflower seeds.

For our vulnerable and at risk staff, risk assessments have been undertaken. Listening events have also been held this month to hear their concerns and to involve them in our planning. This is particularly the case for Black, Asian and Minority Ethnic staff (BAME).

4. PPE

We are part of the NHS national supply chain and receive regular deliveries. We also supplement those deliveries with donations from local people. We currently have sufficient available to us. Our staff are able to see how many days' supply we have for gowns, gloves etc.

5. Our patients

Zoning of the hospital was in place from week commencing 23 March 2020. Visiting was severely restricted at that time with no visitors permitted in any ward areas designated as yellow zones, where patients were suspected or infected with the virus. Outpatient appointments and elective procedures were cancelled with immediate effect, with patients attending hospital by exception. Only urgent cases were being seen. The roll out of virtual consultations began shortly afterwards, with full information available on the Trust website <https://www.jpaget.nhs.uk/patients-visitors/attend-anywhere/>

We know that this has been difficult for our patients and we have sought to minimise their concern. For those that have access to social media, this has been the main source of information updates. The local media has utilised this content to good effect for their own reporting.

I provided an update to local TV, radio and print media on 4 May, specifically encouraging patients to continue to use our services if they needed them.

We have also implemented a range of support mechanisms:

- **Patient Helpline**, available 7am-7pm, seven days a week – 01493 453300
- **Messages for loved ones** – an email address that family and friends can use to pass messages during restricted visiting. These are printed off and staff deliver to the ward – LetterstoLovedOnes@jpaget.nhs.uk
- **iPads for video calls between patients and relatives** following generous donations from local people.
- **Two Hearts - Helping families feel connected to their loved ones** - we have purchased some keepsake hearts to support patients and relatives to feel connected in the absence of visiting. The idea is that one heart remains with the patient and the other heart is given/sent to their next of kin/loved one.
- **Staff photos for those wearing PPE** – it can be difficult for those patients that are in the hospital if they can't see the faces of those that are treating them. We have recently begun this service which enables staff to take a photo of themselves to wear.
- **Public information** is available on the Trust website and social media: www.jpaget.nhs.uk
Twitter: @jamespagetNHS www.facebook.com/jamespagetuniversityhospital

6. Our community

We have seen a fantastic response from local people, and a huge number of donations for our staff. These have included hot meals, cakes, chocolates and sweets, water, toiletries and many more.

We have a team in place ensuring that there is equity across all departments of the hospital. Donations can be made to a single email address COVID-19Staffdonations@ipaget.nhs.uk This enables a personal thank you to be sent and a record to be kept of the donation itself and how this was distributed.

The Trust's charity – www.ipaget-charity.org.uk – has also seen increasing donations with so many people using their talents to support the NHS, other key workers and carers.

7. Trust recovery

As part of the Norfolk and Waveney health and care partnership, we are starting the work on the recovery. We are looking at ways to carry out more routine and urgent hospital treatments as part of the next phase of the pandemic.

Even though COVID-19 is still a major threat to public health and the pandemic is a long way from being over, the NHS wants to start restoring as much planned or urgent hospital treatment as possible over the coming weeks and months. The Board will be kept up to date as this develops.

8. Summary

Despite the many challenges that have been faced, our staff have and continue to work over and above what is required to ensure that we can treat patients safely, and take care of each other. The difficulty of managing the continuing pandemic and ensuring that staff and patients remain supported, alongside our recovery, cannot be under-estimated.

Anna Hills
Chief Executive