

A blue hexagonal graphic with a white border, containing the text 'Annual Members' Meeting' in white.

Annual
Members'
Meeting

Welcome to the **Annual Members' Meeting,** East Suffolk and North Essex NHS Foundation Trust

Thursday, 10 November 2022



Our agenda for this evening

- Chair's address presented by **Helen Taylor**, Chair
- Annual Report presented by **Nick Hulme**, Chief Executive
- Annual Accounts presented by **Adrian Marr**, Director of Finance
- Quality Account presented by **Dr Giles Thorpe**, Chief Nurse
- Council of Governors' presentation by **Helen Rose**, Lead Governor
- Colchester and Ipswich Hospital Charity, presentation by **Mandy Jordan**, Associate Director of Charity and Voluntary Services
- Innovation and research at East Suffolk and North Essex NHS Foundation Trust with **Dr Shane Gordon**, Director of Strategy, Research and Innovation and **Mr Subash Vasudevan**, Trust medical lead for innovation and winner of the Future NHS Award in East of England in this year's NHS Parliamentary Health Awards





Chair's report

Helen Taylor, Chair of ESNEFT



We are...

East Suffolk and North Essex NHS Foundation Trust

We provide healthcare to a population of almost a **million** people in



But we don't work alone. We work alongside a multitude of teams in health, social care, voluntary services and other organisations to make care work well for local people whether they are at home or in hospital.



Time matters



Our philosophy is that time matters. Dealing with health issues can be stressful, both for the patient and for those who care for them. There is the necessary stress of the health need and the emotional effort of caring.

However, too often the complexity of the health and care system adds unnecessary stress. At the heart of this is time. Time is important to everyone whether as patients, as family or carers, or as staff delivering care.

We will improve services to make every moment count.

There's no place like home



1 in 5

of our staff work out and about in the community

And our NHS teams are supporting local people to stay in control of their health at home

When people need care in hospital we are committed to getting them home again as soon as possible

We can join the dots between care at home and hospitals



Size matters



We are the largest NHS organisation in East Anglia employing more than 11,000 staff and several of our clinical services are among the largest in England:

- Acute children's services
- Oncology
- Trauma and orthopaedics
- General surgery
- Urology
- Ophthalmology

Our values are: **optimistic, appreciative** and **kind**



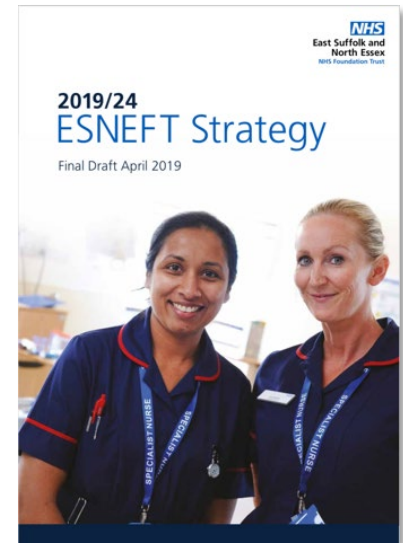
Our strategy

Our ambition

to offer the best care and experience

Our five strategic objectives

1. Keep people in control of their health
2. Lead the integration of care
3. Develop our centres of excellence
4. Support and develop our staff
5. Drive technology enabled care



Our focus

This evening I would like to focus on two of these strategic objectives:

- Support and develop our staff
- Driving technology enabled care.



Dr Shane Gordon, Director of Strategy, Innovation and Research and Mr Subash Vasudevan, Consultant Surgeon and Trust Medical Lead for Innovation will be presenting our work in driving technology and innovation a little later on.



People at the heart of the Trust

- Our People Strategy was published this year.
- The strategy builds on the work of the national NHS People Plan and sets out how we can support new flexible ways of working, enabled by technology, underpinned by greater quality and inclusion of patients, It also looks at our local and wider health and care system opportunities and challenges.
- The strategy is set out under four key strategic objectives to help achieve our aims which are:
 - Workforce planning and resourcing
 - Staff experience
 - Education, training and development
 - System working – integrated care system engagement.



Staff networks

We are extremely committed to equality, diversity and inclusion and recognise that there is much to do to become fully inclusive. Our staff networks are vital to this ambition.

- **EMBRACE Network (Equality in Moving beyond Race)** actively works to make the organisation a great place to work, so that every member of staff regardless of race, religion, cultural background or nationality, can reach their full potential.
- **LGBTQ+ Network**, represents the interests of LGBTQ+ staff and patients led by volunteer staff members. The network aims to engage in positive change in the workplace, which will allow all LGBTQ+ staff to excel in a supportive and non-discriminatory work environment.
- **Disability Staff Network ESNable**, which provides advice and support to make sure all staff are treated equally and fairly, to raise awareness of a broad range of disabilities and help identify reasonable adjustments to ensure staff feel safe with a sense of belonging, with the ability to express their own additional needs to fulfil their roles.
- **Armed Forces Staff Network** was formed in Nov 2021. At present we currently have 60 staff members who are part of our Network, these include veterans, reservists, and members who provide support to military charity organisations, family members of serving personnel and those wishing to support our Armed Forces community. The network aims to share the challenges and barriers they face, and to support the Trust to improve our offer to staff and patients involved in our armed forces.

All of the staff networks has an executive sponsor to provide support and high-level visibility of actions.



Making progress

- This year our **EMBrace** staff network has supported Black History Month (held in October each year) with awareness stands in hospitals across ESNEFT. A series of very powerful films featuring the stories of black colleagues has been produced, along with a recommended book list. More than 100 new members and allies have joined the network.
- EMBrace has also held webinars including one about our reverse mentoring programme.
- The Reverse Mentoring Programme is led by the University of Nottingham and brings together two different people at two different levels in an organisation and each has a different identity. All of the Trust Board directors have had a reverse mentor.



One of my board colleagues described the programme as “probably the most insightful and important I have ever undertaken”.

The reverse mentoring programme is now going to be rolled out across the whole of the Trust.

We are also introducing a reciprocal mentorship scheme as part of the ‘Move Forward’ programme, which aims to increase the number of staff of BAME/protected characteristics which are represented in senior roles.



LGBTQ+ Network achievements

- The network has organised and delivered highly successful awareness sessions throughout the Trust which have received excellent feedback from colleagues attending. These are run in partnership with The Outhouse, a charity.
- The network has also been a visible and high profile supporter of Pride events at both Colchester and Ipswich.



ESNable

- ESNable – our disability staff network continues to provide advice and support to make sure all staff are treated equally and fairly and works to raise awareness of a broad range of disabilities and help identify reasonable adjustments to make sure staff feel safe with a sense of belonging.



Armed Forces Network




East Suffolk and
North Essex
NHS Foundation Trust

- This is our newest network and is already working hard to support the families and colleagues who have served in the armed forces
- More than 60 members and allies have joined the new network and have been very active in supporting the first Armed Forces Week at ESNEFT.

We are committed to serving those who serve us

Armed Forces Network | **NHS East Suffolk and North Essex NHS Foundation Trust**





Tracy Pagent
ESNEFT
Armed Forces Advocate

ESNEFT is committed to making sure serving military personnel and veterans are not disadvantaged in their care and treatment.

We have an Armed Forces Advocate who is here to provide support to patients. The advocate can liaise with the many military charities and organisations that can help with a number of issues from mental health to housing and support groups.

- Have you or any of your immediate family members ever served in the Armed Forces or are they currently serving?
- Please let a member of staff know or email armedforces@esneft.nhs.uk

0916 06439 02



Funded by Colchester & Ipswich Hospitals Charity
Registered Charity No. 104907

**Armed
Forces
Network**

NHS
East Suffolk and
North Essex
NHS Foundation Trust



Staff Wellbeing

- Our Staff Wellbeing Hub led by Dr Clare Lamplugh, a consultant clinical psychologist continues to expand its services in response to what staff need. There is a particular focus on financial wellbeing at this current time with a wide range of practical help and support available.
- The hub also supports staff to get the care they need for physical, and mental wellbeing.
- The wellbeing hub, staff helpline and 24/7 Employee Assistance Programme are widely promoted on all our communication channels.
- Our community of trained mental health first aiders continues to grow across ESNEFT and as well as providing one-to-one support, the team also form 'brew crews' to support individual areas or wards.



Equality, Diversity and Inclusion

Much work has been taking place to strengthen our Equality, Diversity and Inclusion strategy including setting ambitious improvement targets.

We have:

- Introduced, supported and trained newly appointed Cultural Ambassadors to increase the number of issues raised so that we can share learning and resolve concerns.
- Supported and are continuing to develop our Associate Freedom to Speak Up Guardians making sure there is diversity across these critical roles.
- Held Talk to Transform Workshops which aim to identify the roadblocks to conversations about race and how to remove them as well as developing communication skills necessary to have empathic and productive conversations about race.



Changing the landscape of care

Our £150 million investment programme

Our investment programme over the next five years will bring new and better services for our communities.



At Colchester Hospital



The Dame Clare
Marx building
(Elective
Orthopaedic Centre)



The Dame Clare Marx Building
(Elective Orthopaedic Centre)



At Colchester Hospital



Interventional
Radiology
and Cardiac
Angiography Unit



Interventional Radiology
Cardiac Angiography
(IRCA)



At Colchester Hospital



Upgrading our
Emergency
Department and
urgent care areas



Upgrading ED and UTC areas

and Children's ED



At Colchester Hospital



Acute Medical Same Day Emergency Care (AMSDEC)



At Colchester Hospital



Surgical Assessment Unit

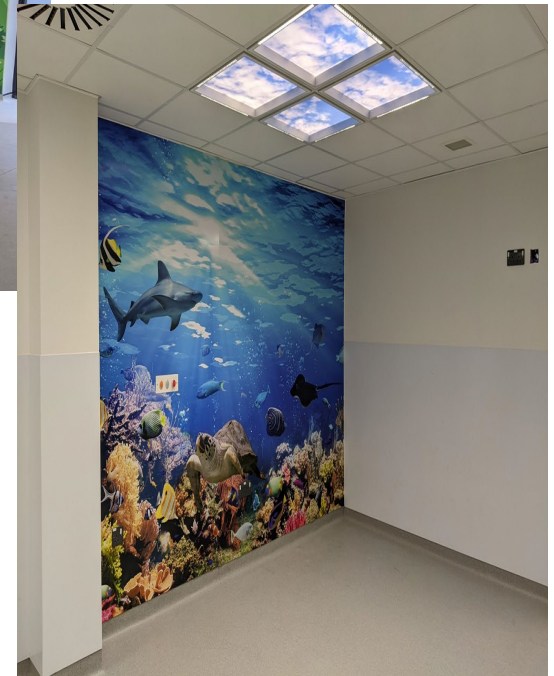


At Ipswich Hospital



£7m
Children's
department

Opens 2024



At Ipswich Hospital



£5.3m

Breast care
centre

Opens next year



At Ipswich Hospital



New Eye Clinic in Outpatients



At Ipswich Hospital



ED/UTC in construction



At Ipswich Hospital



New front entrance and ED/UTC



Thanks to our Charity and its supporters



East Suffolk and
North Essex
NHS Foundation Trust

Together we make a difference

Thanks to support from our charity and all its fundraisers and supporters towards these big build projects.

Colchester & Ipswich Hospitals Charity is running major fundraising campaigns for:

Children's Department

Breast Care Centre



The charity is also giving £650,000 for a new CT scanner which will be installed in the Urgent Treatment Centre (UTC) and Emergency Department build, and contributing £360,000 to the UTC's dedicated paediatric area.



See colchesteripswichcharity.org.uk for more.



East Suffolk and
North Essex
NHS Foundation Trust

Chief Executive's report

Nick Hulme, Chief Executive, ESNEFT



Some reflections:

- Commitment
- Challenge
- Change



Commitment

I continue to be in awe of the dedication and commitment of our colleagues and the resilience of the communities and patients we serve, who come together as one to overcome the significant challenges we face.



Challenge

We have faced some exceptional challenges this year.

- Our ambition to treat our longest-waiting patients as quickly as possible had to be balanced with caring for patients with COVID-19 and for people who needed urgent and emergency care.
- During the year we did reduce the number of patients waiting 52+ weeks from 4,013 to 2,097, a reduction of 47.8%, compared to a national reduction of 29.8%.
- And by the end of the year 3.1% of our patients had waited 52+ weeks, compared to a national figure of 4.8%
- In our cancer services we have seen a 25% increase in the number of people referred as urgent – under the two-week wait national access standard.

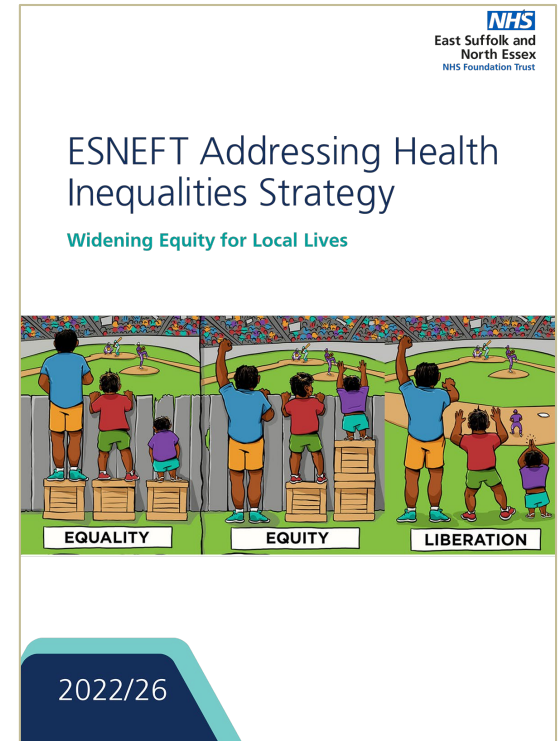


Change

Our ambition to make a real impact for people in east Suffolk and north Essex is becoming a reality as we all work to address inequalities, and together with all our partners and the communities we serve, make sure that all services are accessible and equitable.

This has been a big focus of our work this year led by Chief Medical Officer Dr Angela Tillet.

The progress we are making is remarkable, but we recognise we have a long way to go.



Moving forwards

- **Anchor institution**

We know we need to be more than a service that people go to when they get ill, we need and want to be part of the community as an anchor institution.

- **Working differently**

We are also finding new ways to work differently, investing in community foundations, local charities and the voluntary sector which bring major benefits to those who need our support the most. We are joined together by common purpose and share a commitment to truly address inequalities and bring equity.



Reducing health inequalities

Our determination to reduce health inequalities involves facing a number of specific challenges:

- Many patients live in rural areas where the combination of poor transport links and lower-than-average car ownership makes appointments tougher to access.
- Tendring also has an average life expectancy significantly below national levels, particularly among men, with poor comparative outcomes from several types of cancer.



Bringing greater access to services

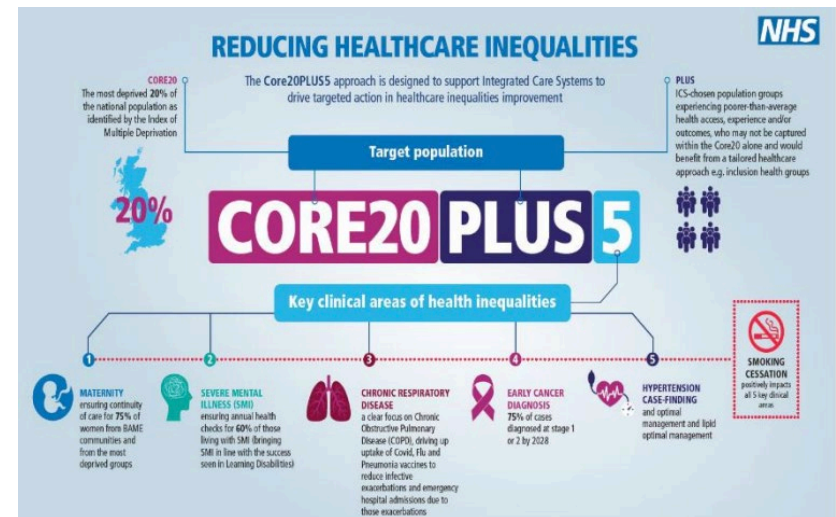
- **Community diagnostic hubs** backed by significant investment will give patients in our more remote locations better access to the very latest diagnostic technology and techniques.
- We are also developing a **community diagnostic training academy** in partnership with a further education provider to train people for future roles within the organisation.



Using data well

Our programme of work is well informed by in-depth data.

- Studies carried out include looking at the reasons behind the correlation between ethnic groups and low appointment attendance level.
- This is particularly important within cancer care, since earlier diagnosis can make the difference between survival and a terminal case.



A year of...

- exceptional commitment shown by staff, volunteers and our communities.
- challenges faced and progress made.
- changing the way we work to reduce inequalities and bring greater equity for all.





East Suffolk and
North Essex
NHS Foundation Trust

Finances 2021/22

Adrian Marr, Director of Finance, ESNEFT



Income and Expenditure

Income and Expenditure (£m)	2020/21	2021/22
Operating income	856.5	961.1
Operating costs	(849.2)	(957.8)
Operating surplus from continuing operations	7.3	3.3
Finance costs	(8.2)	(9.0)
Gains arising from transfers by absorption	0.3	0.0
Deficit for the year from continuing operations	(0.5)	(5.6)

Performance against control total (£m)	2020/21	2021/22
Add back all I&E impairments	2.9	12.6
Adjust for gains/losses on transfer by absorption	(0.3)	(0.0)
Remove net donated consumables	(0.7)	0.4
Remove capital donations/grants	(1.0)	0.2
Remove loss on return of DHSC COVID assets	-	0.6
Total non control items	0.8	13.8
Adjusted financial performance surplus	0.3	8.2

- The Trust's accounts reported a deficit of £5.6m for 2021/22
- The Trust has an annual financial control total (plan) set by NHSI/E. For 2021/22, the target was to achieve a break-even position or better. When measuring financial performance against this control total certain items are excluded, e.g. capital donations and impairments
- After adjusting for these items the Trust delivered a surplus of £8.2m



Auditor's Annual Report

- An unqualified opinion on the Trust's financial statements for the year from the Trust's auditors (BDO)
- This means BDO consider that the financial statements for 2021/22 give a true and fair view of the Trust's financial position
- BDO did not identify any significant weaknesses in respect of the Trust's arrangements for securing economy, efficiency and effectiveness in its use of resources



Being more efficient

- Delivered £18.0m of efficiencies in-year
- £13.5m of these are recurrent benefits
- All efficiencies must pass a quality assessment to ensure no adverse impact on patient care



Improving our assets

- ESNEFT invested in total £73.7m in improving, maintaining and developing our asset base during 2021/22.
- £49.6m on maintaining and enhancing both hospital sites, including Clacton Community Diagnostic Centre, a new interventional radiology and cardiac angiography unit, and the commencement of a new emergency department/urgent treatment centre at Ipswich Hospital and the Dame Clare Marx Centre at Colchester Hospital.
- £18.7m on medical equipment.
- £5.4m on enhancing the Trust IT infrastructure, including clinical systems.



The way ahead

- Plan developed for 2022/23 forecasting break-even position and currently on course to deliver this plan
- However given the current external economic and political context the financial outlook will be challenging
- The Trust is continually keeping its long term financial plan under review to manage these financial challenges



A blue hexagonal graphic with a white border, containing the text 'Annual Members' Meeting' in white.

Annual
Members'
Meeting

Quality Account

Dr Giles Thorpe, Chief Nurse, ESNEFT



Purpose of the Quality Account

- The Quality Account is an annual report updating you about the quality of services provided by ESNEFT during the previous year.
- It looks back at our performance and details some of our achievements.
- It also sets out our priorities for improvement for the coming 12 months.
- The Quality Account is an opportunity to showcase some of the amazing work taking place at ESNEFT.



Quality priorities 2021/22

We set out a series of priority areas for improvement and report on our progress in the Quality Account each year. These priority areas are specific to patient safety, clinical effectiveness and patient experience.

Due to the challenges of the COVID-19 pandemic, we chose to continue our improvement programmes from 2020/21 into 2021/22.



Quality priorities 2021/22

In 2021/22, we set out to:

- improve care and treatment for patients with sepsis
- reduce the number of hospital-acquired infections
- improve outcomes for patients with mental health conditions and mental health wellbeing for staff
- reduce the number of inpatient falls
- improve nutrition and hydration assessments for our patients
- improve the care and experience for our patients with dementia and their carers



Focus on improving mental health

Making sure that people receive prompt access to both mental and physical healthcare is a national priority. By providing effective mental health support to patients, we can minimise the amount of time they need to stay in an acute hospital.

We also strive to provide support to help our staff to improve their own wellbeing, and to enable them to better support patients and carers.



Focus on improving mental health

During 2021/22, we:

- held workshops to help staff feel more confident when recognising the mental health needs of our patients
- secured funding for two children and young people's mental health specialist posts at Colchester and Ipswich hospitals
- improved training for staff in areas such as application of the Mental Health Act and undertaking therapeutic enhanced observations
- recruited more staff as mental health first aiders to provide mental health support for teams



Other successes during 2021/22

During the year we also:

- greatly increased our Trust-wide testing capacity to provide quick results for asymptomatic COVID-19 patients
- opened our AMSDEC (Acute Medical Same Day Emergency Care) unit in Ipswich to reduce pressure on the ED and help suitable patients return home the same day



Other successes during 2021/22

- Assessed the nutrition and hydration of 95% of patients on admission to make sure they could receive any additional support they may need.
- Successfully delivered our 100,000th COVID-19 vaccination (by March 2022).
- Set up a dedicated group to tackle health inequalities to make sure all of our communities receive equitable access to our services.



Quality priorities 2022/23

Our quality priorities for 2022/23 relate to medication safety, nutrition and hydration and end of life care.

In 2022/23, our aim is to:

- improve the safe prescription, administration and dispensing of medications in our hospitals and communities
- improve the delivery of comprehensive nutrition and hydration care plans to ensure that all our patients in all settings receive the support they need
- continue to improve care for those at the end of their life and support patients who have limited treatment options





Council of Governors

Helen Rose, Lead Governor, ESNEFT



ESNEFT Public Governors (up to March 2022)

Ipswich



Tim
Newton



Paul
Gaffney

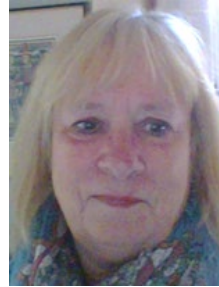


Laurence
Collins



Margaret
Llewellyn

Colchester



Caroline
Bowden

Vacant



Alison
Ruffell



David
Guest

Rest of Suffolk



Gillian
Orves



Philip
Davy



Helen
Rose



John
Alborough



Martin
Lewis-Jones

Rest of Essex



Elizabeth
Smith



James Gilbert
Chung



David
Gronland



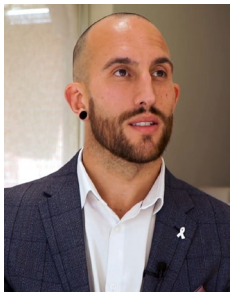
Barry
Wheatcroft



Jane
Young

ESNEFT Staff Governors

Ipswich



James Stephens



Gemma Bourne



Allison Weston

Colchester



Pride Mukungurutse



Isaac Ferneyhough



Sharmila Gupta



ESNEFT Stakeholder Governors

Councils



Carlo Guglielmi
Essex County Council



Mary Rudd
East Suffolk Council



Lynda McWilliams
Tendring District Council



Rebecca Hopfensperger
Suffolk County Council

Healthwatch



Sam Glover
Healthwatch Essex

Universities



Sam Chenery-Morris
University of Suffolk



Sara Smith
Anglian Ruskin University

Garrison



Zoe Dawson-Couper
Garrison

Council of Governors

You can contact any of the Governors
at this email address:

governors@esneft.nhs.uk



A blue hexagonal graphic with rounded corners, containing the text 'Annual Members' Meeting' in white.

Annual
Members'
Meeting

Colchester and Ipswich Hospitals Charity

Mandy Jordan,

Associate Director of Charity and Voluntary Services, ESNEFT





Colchester & Ipswich Hospitals Charity

“Thanks to the generosity of our local community, we’ve been able to fund lots of exciting initiatives this year to make a difference to ESNEFT’s patients, visitors and staff.

Mandy Jordan, associate director of charities and voluntary services

Blossom Appeal

“It would make life easier and alleviate huge anxiety”

Kirstie Boxall was diagnosed with triple negative breast cancer in 2017 at the age of 52. She undertook an intensive course of chemotherapy and had several operations, and is now in remission.

“Having one centre for all the care and treatment would make it so much easier for patients and alleviate a huge amount of anxiety they have when they walk through the door,” said Kirstie. “There were times I was desperate to get out of the hospital or away from the treatment area, so a garden to escape to would be such a benefit.”

Kirstie Boxhall, breast cancer patient



Children's Appeal

Work on the new-look Children's Department began with the outpatients area opening to its first young patients this week.

The charity is contributing £859,000 to the total cost thanks to the generosity of local people.

Our attention now turns to fundraising for the play spaces and sensory equipment.

Funded by

Colchester & Ipswich
Hospitals
Charity



Supporting Patients

Putting radiotherapy patients at ease

Patients at Ipswich Hospital are now able to relax to soothing lighting, music and projected images during their radiotherapy planning scan after a new ambient lighting system was installed in a CT scanning room.

The equipment, funded with a £40,000 grant originally approved in 2020/21, allows patients to choose from a range of different coloured lighting and projected images, such as dolphins and mountains, which cascade down the room's curved walls.

The intensity of the colours automatically changes as music is played, which also helps to mask the sound of the CT scanner and helps patients relax.



Funded by

Colchester & Ipswich
Hospitals
Charity

Supporting Staff

A new oasis space which provides staff with a haven to take a well-earned break opened at Ipswich Hospital thanks to the generosity of everyone who supported the COVID-19 Staff Wellbeing

The Charity are continuing to develop new spaces for staff to take a breath in 2022/23 across more of our hospitals.

The Charity is committed to continuing funding for mental health first aid and act on wellbeing support for staff as well as launching new financial support schemes in the coming months.





East Suffolk and
North Essex
NHS Foundation Trust

Innovation and research at ESNEFT

**Dr Shane Gordon, Director of Strategy, Research and Innovation
and Mr Subash Vasudevan, Trust medical lead for innovation**



Research & Development and Innovation

Annual Report highlights

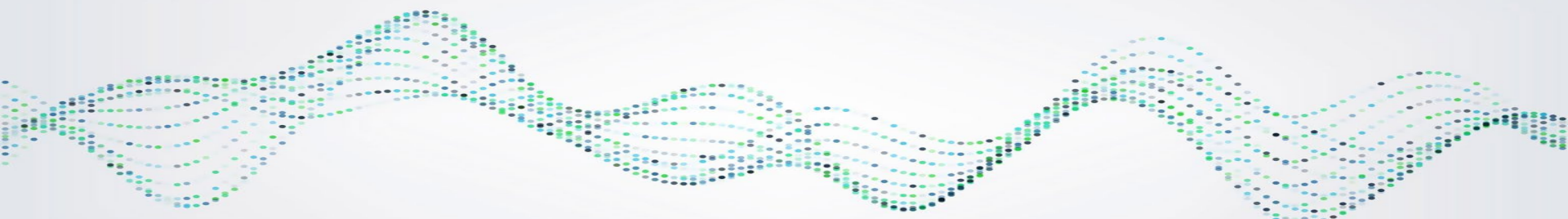


Research & Development and Innovation



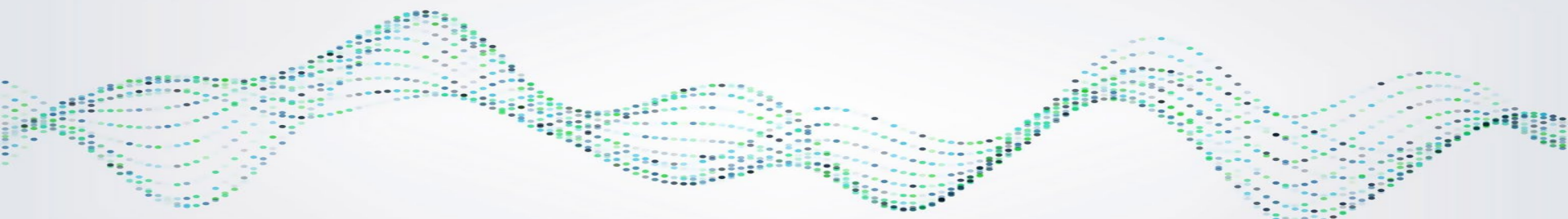
East Suffolk and
North Essex
NHS Foundation Trust

Despite COVID-19 our Research & Development and Innovation teams have continued to develop, grow, invest, collaborate and plan for the future.



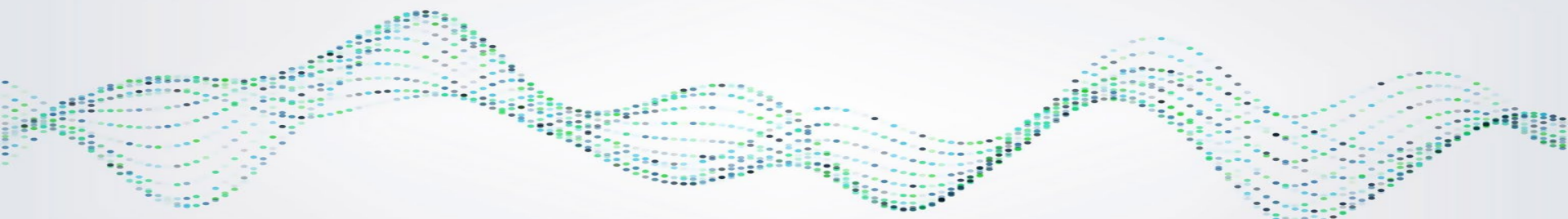
R&D has many achievements from the last year

- Between April 2021 and June 2022, research at ESNEFT has continued to grow.
- We currently conduct research in 29 different departments with five new areas including: gynaecology, MND and neurodisability.
- A total of 28 Trust support departments currently facilitate 153 dedicated researchers (18% non medics), supported by our RD workforce team of 68 to recruit 6,050 participants and deliver 260 studies.



R&D has many achievements from the last year

- Building our ESNEFT research CV, we have had 89 applications for support.
- We have supported 18 grant applications – 30% funded.
- Our AHP researchers flourish, with HEE/NIHR grants awarded to help further their clinical academic career. They are also invited to present at NIHR events.
- We are inclusive to all. Our PPI recruits now total 33.

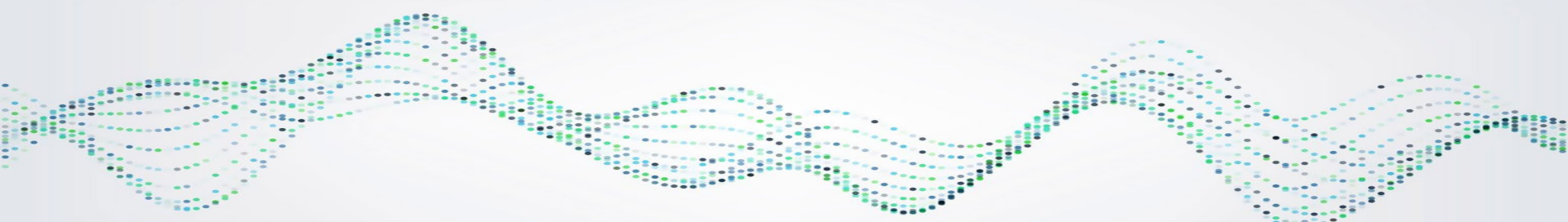


R&D has many achievements from the last year



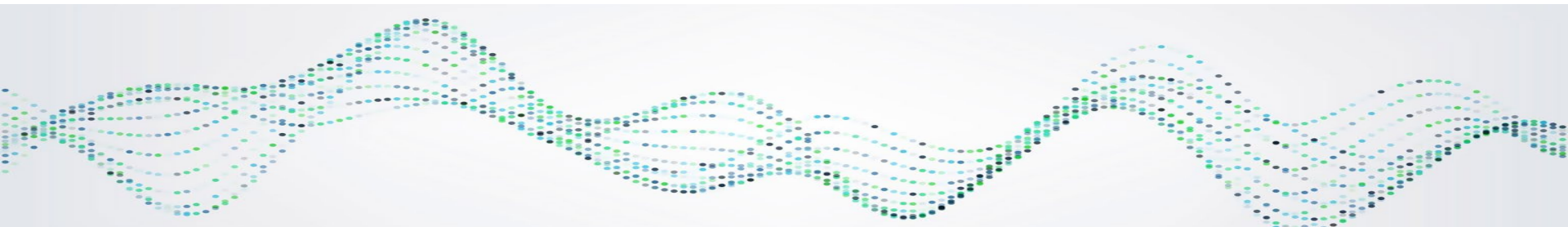
East Suffolk and
North Essex
NHS Foundation Trust

Thank you to our research participants, giving themselves and their time freely, we ensure a better future for us all.



...also

- Overachieved on KPIs
- Second in the region for NIHR recruitment on 2021/22
- Doubled recruitment from 2017/18 to 2020/21
- Strong financial position for future

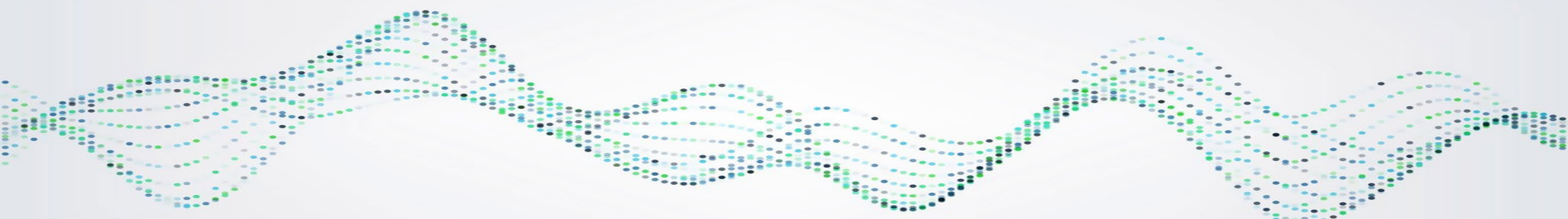


...also

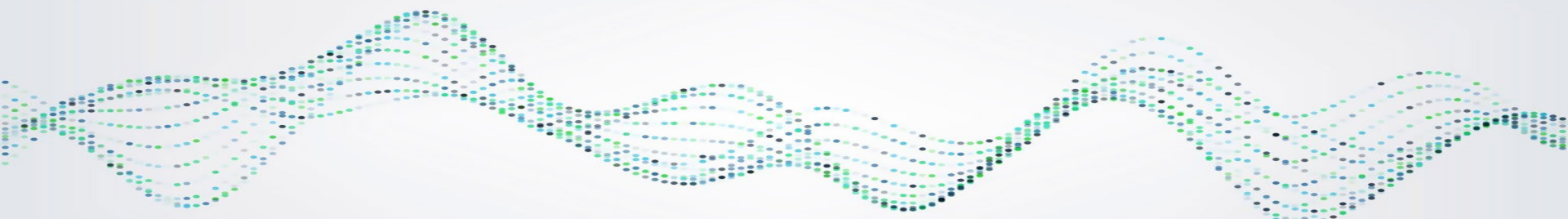
COVID-19 research has included work on

- the Novavax vaccine trial
- the RECOVERY study
- the SIREN study
- GenOMICC study and
- the Long COVID study.

Many are still ongoing.

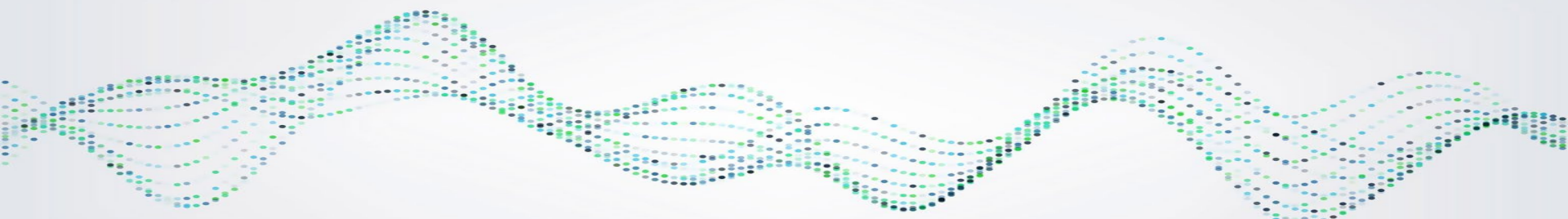


Innovation has continued to develop, adjust
and move forward despite the pandemic.



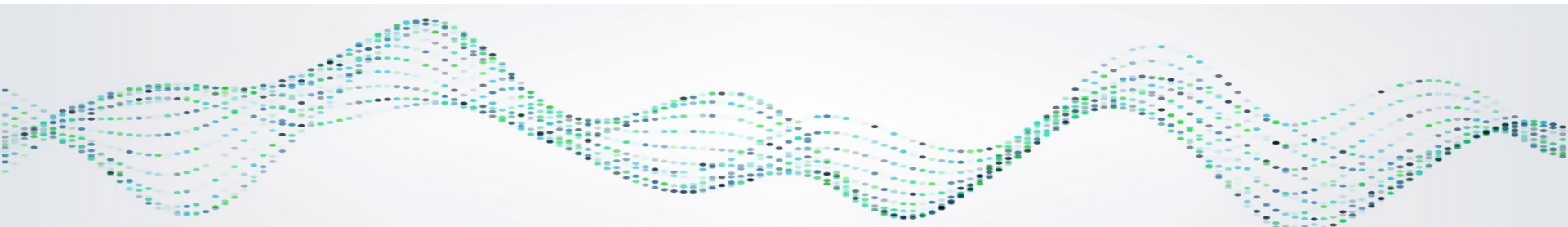
Our revised mission

“To introduce, encourage and support innovation in practice and technology to improve care.”



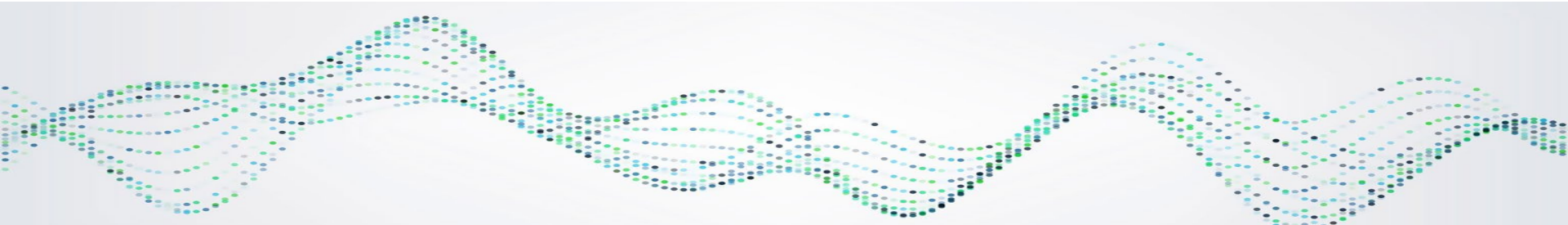
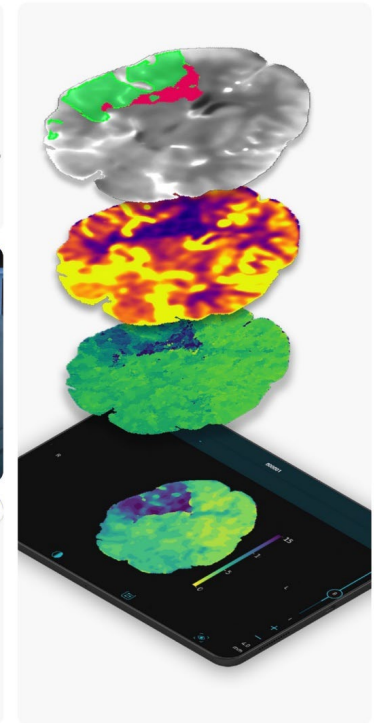
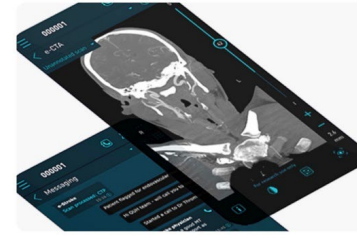
Innovation's achievements

- Individual innovator projects
- Expansion of robotic surgery
- Supported introduction of technology
- Horizon scanning for new solutions
- Delivered digital histopathology
- Two SmartCare projects
- Exploration of AI technology
- Establishment of Apprenticeship Training
- Creation of a new Faculty of Education & Innovation Centre



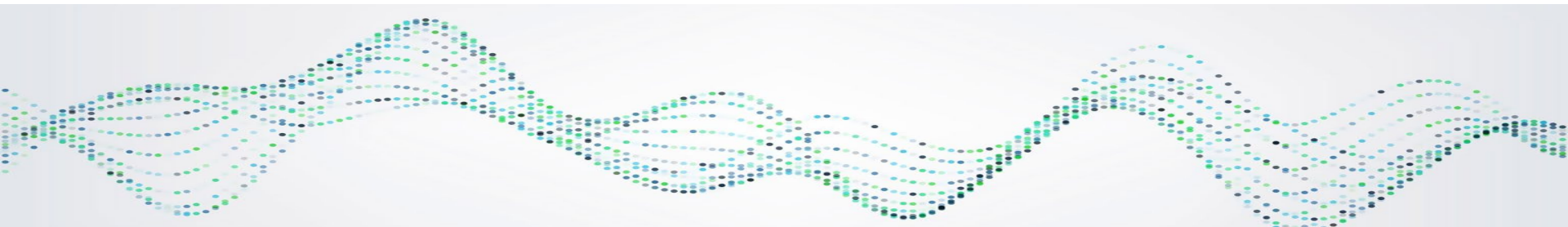
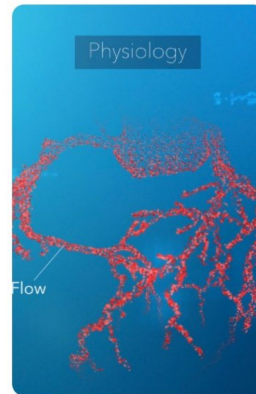
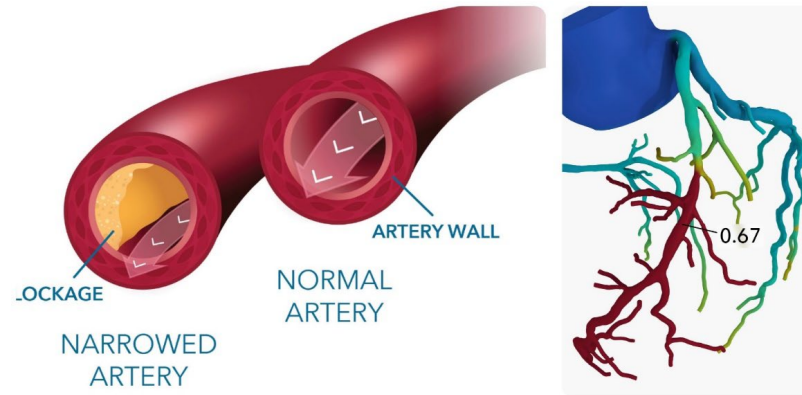
Innovation's achievements

Brainomix – AI brain imaging for stroke patients to improve diagnosis and treatment

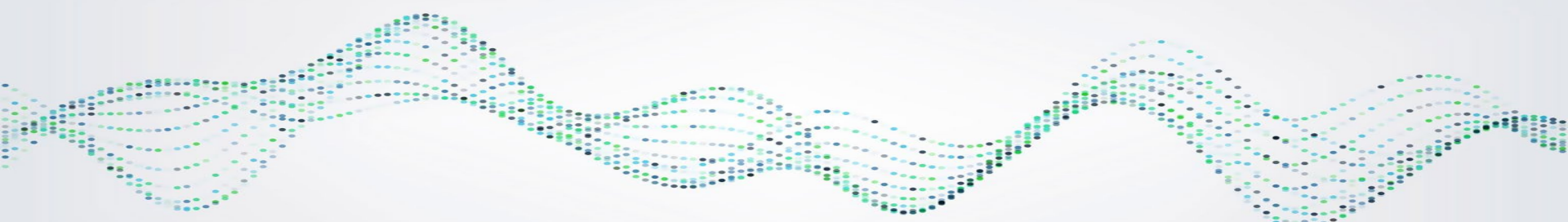


Innovation's achievements

Heartflow – AI analysis of a patient's heart health



R&D and Innovation will move forward
with their strategies.



R&D in 2022 and beyond

Focus on
delivery and time
to target

'No decision
about me,
without me'

Develop home-
grown research

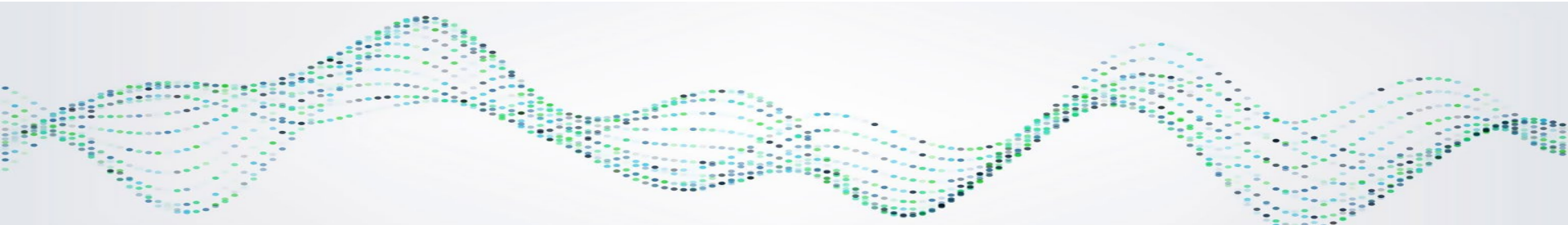
Inclusivity is
paramount

Support AHP
working, extend
to academic
nursing

Partnership
working

Expand our team

Promote
research across
NHS



Innovation in 2022 and beyond

Launch Launch Innovation Fellowship programme

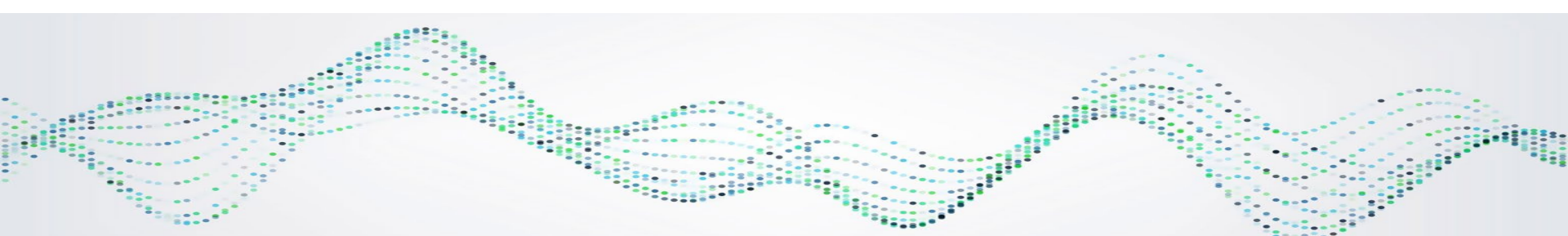
Launch Launch BT Vanguard programme

Progress Progress Partnership of The Institute of Excellence in Robotic Surgery (TIERS)

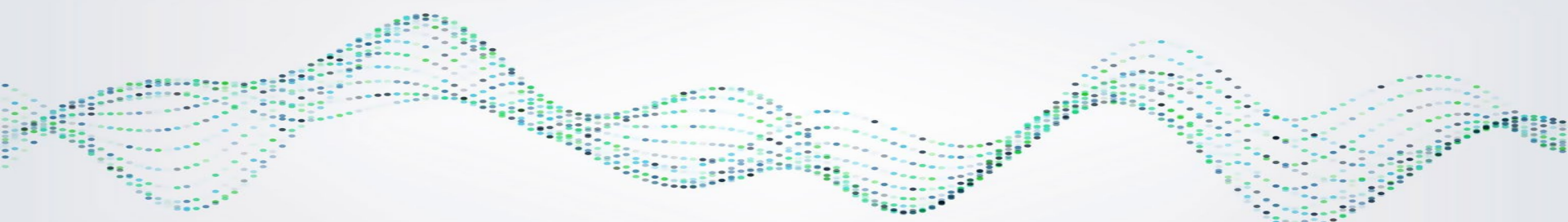
Promote Promote the Innovation offering for staff

Expand Expand ICENI Centre's role

Develop Develop physical facilities at Trust



The work, investment and development of the R&D and Innovation strategies will continue to ensure we're providing excellent healthcare now and in the future for our whole community.





ESNEFT Robotics Programme

The Journey to Excellence!

Subash Vasudevan MBBS, MRCS, MD (Res), FRCS

Consultant Colorectal Surgeon

Chair Robotics Steering Committee

Clinical Director for Innovation

Associate Medical Director - Clinical Integration

Colchester Hospital, East Suffolk and North Essex NHS Foundation Trust



Why robotic surgery?

- Reached a plateau with laparoscopy?
- To further improve outcomes for our patients - Key driver
- To safely introduce more advanced techniques
- Future proofing our services / enhancing our centre of excellence
- Future opportunities - repatriation
- Staff recruitment and retention
- ICENI centre - fellowships, courses and future development



Raw material for a successful robotics programme

- ✓ Motivated and dedicated staff
- ✓ Good case volumes for the institution and individual surgeons
- ✓ Willingness to collect key performance indicators data and audit
- ✓ Supportive management
- ✓ Good governance structure
- ✓ Good working relationship with industry/ suppliers
- ✓ Team work



Steering and Implementation

- Steering committee (meets every quarter)
 - Senior clinicians / senior nurse / senior managers, executives, head of Patient Safety etc
 - Makes strategic decisions, is accountable to Trust Board through the Patient Safety and Clinical Effectiveness Group (PSCEG) and Quality and Patient Safety Committee (QPSC)
 - Monitors adverse events and key performance indicators
- Implementation group (meets weekly)
 - Surgeons currently on programme, theatres, specialty managers, intuitive reps
 - Ensure smooth running of the programme
 - Admin person key



The Davinci Xi robot



Structured training for surgeons

- It's not see one, do one, teach one.
- Minimum of 30 hours of simulation training
- 90% in assessments
- Cadaver courses - TR 200/300 for colorectal
- Followed by proctored cases - solo once proctor happy



First case (30/09/2020) – Publication in Gazette

He said: “I was very happy to have the operation using the robot.

“I was given the choice and thought it was amazing and feel so privileged to have the opportunity.

“My recovery has been remarkable – I was walking on day one, climbing stairs on day two and now two weeks later I’m walking an hour a day.



Where are we now?

- Around 350 cases in 18 months (200 colorectal)
- 6 surgeons up and running independently at ESNEFT: 3 colorectal, 2 gynaecology and 1 urology
- 2 international robotic fellows (Ireland / Japan)
- 6 Surgical Care Practitioners: 3 in colorectal, 2 gynae and 1 urology
- Programme carried on through the pandemic (green pathway)



Overall outcomes summary (robotics vs traditional)

- ✓ Less conversion compared to laparoscopy (only 1 in 200 cases)
- ✓ Fewer complications and return to theatre
- ✓ Less post-operative pain
- ✓ Reduced length of stay
- ✓ Our patients have embraced robotic surgery and satisfaction very high



Programme expansion

- ◆ 2 more Xi delivered in March 2022 (18 months from the first Xi)
- ◆ 9 more surgeons selected for training
- ◆ Ipswich programme started Sept 22 and Colchester robot 2 Nov 22
- ◆ Increase productivity and efficiency now surgeons have passed learning curve on Robot 1
- ◆ Offering mutual aid for Urology prostate cancer - started yesterday



We are being recognised

- ◆ We are now a pan-european visiting site for robotic colorectal surgery
- ◆ One pan-european proctor and more working towards it
- ◆ Appeared on BBC programme 'Your body uncovered with Kate Garraway' using the robot to remove colon cancer
- ◆ Won from EoE for NHS parliamentary awards (future category)
- ◆ One of the few robotic endometriosis centres in the country (10 in all) and the only one in East of England



Training and Education



- ICENI Centre robotic courses up and running
- Comprehensive robotics curriculum for trainees - simulation, dry and wet lab training (Not done anywhere) Jointly with Intuitive and Griffin Institute
- Big hit with school children - innovation day 03/11/22



TIERS

- Joint venture with Anglia Ruskin
- Research and education
- MSc in robotic surgery and several research projects planned

“To develop **excellence in robotic surgery**; by setting the standards for, and providing **education** in, robotic surgery; through **research** into all aspects of robotic surgery; and creative **innovation** with Industry partners.”



Team work Team work Team work



Summary

- ◆ We have successfully implemented robotic surgery at ESNEFT
- ◆ We are expanding robotics at a pace that many trusts can only dream about
- ◆ Patient outcomes have been excellent and exceeded all expectations
- ◆ ESNEFT's reputation has been enhanced with the robotic programme
- ◆ We have a clear vision on the future of the programme and have invested in training, research and development





Thank you

