

The background is a photograph of a modern, multi-story hospital building with a light-colored facade and numerous windows. A large, semi-transparent blue circle is centered over the image, containing the text 'YEAR IN REVIEW 2019/20'. Scattered around this circle and across the entire image are various smaller, semi-transparent squares in shades of blue, teal, orange, purple, and yellow. A tall, silver street lamp is visible on the left side of the frame.

YEAR IN  
REVIEW  
2019/20

# Welcome from our Chief Executive



Hello, my name is  
Cara Charles-Barks.

Please let me introduce myself. I joined here from Salisbury Foundation Trust, where I was CEO, at the beginning of September. I've spent my first few months absorbing myself in the Trust, meeting as many of our fantastic staff as I can, looking and learning – and planning to make the RUH and the services we provide for our community even better.

I began my career in healthcare as a registered nurse in rural Southern Australia. I loved being a nurse and held a number of roles, including Ward Sister and eventually Nursing Director, before I moved to the UK and took on some senior operational roles.

I believe in the importance of organisational values and will role model our RUH Values every day.

I believe in compassionate leadership and in creating an environment where people can

flourish, be it through education, career opportunities, feeling valued and recognised or co-creating services. I'll also be championing Improving Together, our Trust strategy to provide the highest quality care, delivered by an outstanding team who all live by our values.

Like most Trusts, 2019/20 has been another challenging year – but a successful year for our organisation. Across the wider NHS we have continued to see increasing operational and financial pressure on all hospitals. The RUH has continued to address these challenges and is committed to maintaining high quality services that are productive and efficient.

Finally, I'm incredibly proud of the way the RUH and all our staff have responded to the COVID-19 pandemic and the challenges we have faced, and continue to face.

I'm truly honoured to be your CEO and I'm excited about what the future holds for the RUH.

# Year of optimism

2019 was a year of high hopes and optimism, the year we completed one of our most ambitious projects – moving all our services from the Min, the Royal National Hospital for Rheumatic Diseases, to our brand new RNHRD and Brownsword Therapies Centre, opened by the Duchess of Cornwall almost exactly a year ago.

We've just started demolition work of the old Therapies building in preparation for building our new Dyson Cancer Centre.



HRH The Duchess of Cornwall greets staff at the newly opened RNHRD and Brownsword Therapies Centre.



Hydrotherapy pool in the RNHRD and Brownsword Therapies Centre.



Artwork on display in the RNHRD.



Demolition of the old Therapies building.



# Year of investment



## Oral and Maxillofacial Surgery and Orthodontics

We opened our new £2.7m new Oral and Maxillofacial Surgery and Orthodontics department, making the RUH a 'Centre of Excellence' for conditions, including cancer, of the head and neck.



## Radiology scanners

Early 2020 saw the completion of a five-year, £7.5m investment programme that has equipped the RUH Radiology Department with six modern MRI and CT scanners, as well as X-ray and ultrasound facilities and larger and improved waiting areas for patients.



## Wolfson Research Centre

And, we opened a new refurbished and extended Research and Clinical Trials Centre, with the team from the Min joining colleagues already based at the RUH.

# Our Quality Priorities

We achieved the four Quality Priorities we identified to further improve the service and care we provide for patients.



## Continuity of Carer

Our Continuity of Carer plan was introduced to personalise services for pregnant women, ensuring that care is centred on mother and baby. One such team of midwives and specialist support staff, the Rowan Team, is based at Frome Community Hospital.



## Frailty Assessment Unit

We're developing the Frailty Assessment Unit, improving services for frail elderly people, building on our previous work of introducing frailty assessment in the Emergency Department and the Frailty Flying Squad. The development of the Frailty Assessment Unit remains a Quality Priority for 2020/21.



## Improving experiences

Improving patient and carer experience was our third Quality Priority, listening and learning from patient feedback to further improve our services and the care we provide. In 2019 our team set up a training programme to help staff to engage with patients, respond to verbal concerns and to act on any formal complaints.



## E-Obs

We pledged to continue to improve the early recognition of deteriorating patients, which is essential to allow clinicians to review and make important decisions, with electronic recording of vital signs to identify both sepsis and acute kidney injury.

# All about our staff



## International nurses

Our staff are the Trust's biggest asset. We're a diverse bunch with colleagues from all over the world working here. We're proud of them all, including our international nurses, nearly 150 of them, who've joined us from as far away as the Philippines, Dubai and India.



## Improving Together

We continue to invest in our staff and our future, progressing our Improving Together programme across all levels of the organisation.

Improving Together is a long-term approach to quality improvement and frontline empowerment and problem-solving that will help deliver our vision – 'To provide the highest quality of care, delivered by an outstanding team who all live by our values'.

Hundreds of staff have already taken part in training and coaching, learning the sustainable skills and mind-set to help deliver our True North goals – quality improvement, patient and staff experience, partnership working and sustainability.





# Thank you to our charities

## The Forever Friends Appeal



### 20th anniversary

2019 was the 20th anniversary of our fundraising charity The Forever Friends Appeal - a year to celebrate the £25m raised in that time and to thank all its supporters, donors, volunteers and staff.



### Fundraising events

More than £100,000 was raised from the annual Walk of Life and over £30,000 by solicitor firms who waived their fees for RUH Will Month.



### Geri Horner visit

The celebrations began with a special visit from Spice Girl Geri Horner (Halliwell) who officially launched the charity 20 years ago. Geri was given a tour of the hospital, meeting some of the maternity team and new mums with their babies in our neonatal intensive care unit.



### Ongoing appeals

Ongoing appeals including raising £2m towards the new RNHRD and Brownsword Therapies Centre, fundraising to transform breast care, services and facilities and for the refurbishment for our critical care unit. There was also non-stop fundraising support for the new Dyson Cancer Centre.



### Floral display

To mark the 20th anniversary officially, the BaNES Parks team created a unique summer floral display in Bath's Parade Gardens for visitors to enjoy.



### New Head of Fundraising

At the end of the year we said farewell to Tim Hobbs, Head of Fundraising who retired after 20 years' service. Rhyannon Boyd joined as the new Head of Fundraising in March 2020.

# Thank you to our charities



## Friends of the RUH

Our Friends of the RUH charity continued its amazing work with praise for volunteers for their contributions – including reassuring cancer patients, being a companion on wards, running the RUH restaurant and shop and tending the hospital's gardens and flowerbeds.



## Art at the Heart of the RUH

Our Art at the Heart charity did an amazing job in ensuring the safe move of art and heritage treasures to from the Min to new homes. Five of the most important paintings were lifted them from the walls for expert conservation and restoration. One was the Trust's best-known and most treasured painting of Dr Oliver and Mr Pierce by the artist W.T. Hoare.



## Bath Cancer Unit Support Group

We're incredibly grateful to the continued generosity of supporters of the Bath Cancer Unit Support Group, which has donated £340,000 towards buying a digital gamma camera, the first of its kind in the country, for our Clinical Imaging and Measurement department.



# 12 months at the RUH

April 2019 - July 2019



## April

Staff at the Min celebrated Brenda Oliveira's amazing 50 years as a Healthcare Assistant – all of them on the night shift. Brenda, then 82, said: "I've never thought of leaving."



## May

A new volunteer service offering support, compassionate listening, comfort and companionship to patients in their last days of life was launched at the RUH.



## June

Visitors and staff at hospital were encouraged to support national Clean Air Day by switching off their engine when idling and by being smokefree while on the hospital site.



## July

It was 10 years since we introduced a valuable new nursing role that has made a huge difference across the hospital - Medical Nurse Practitioners.

# 12 months at the RUH

August - November 2019



## August

A seven-year-old patient, Suki Corbett, celebrated ending her cancer treatment surrounded by family and friends.



## September

Staff started wearing NHS rainbow badges to show support for LGBT+ patients, colleagues and visitors.



## October

Our Dementia Coordinator team celebrated being named a finalist in the prestigious National Dementia Care Awards 2019.



## November

Patients and staff on Waterhouse ward, dedicated for older people, marked Remembrance Sunday with their own special ceremony, knitted personal poppies - and a visit from the Army.

# 12 months at the RUH

December 2019 - March 2020



## December

Our Breast Unit was given a donation of 200 specially-designed bras from the fashion designer Stella McCartney for women who have undergone breast surgery.



## January

Our Dyson Centre for Neonatal Care is celebrating being awarded Unicef's prestigious Baby Friendly accreditation – one of only six neonatal units in England and Wales to achieve the accolade.



## February

Two new Cuddle Cots were donated to the maternity ward so parents can spend longer with babies that have been stillborn.



## March

While CEO James Scott announced he'd postpone his retirement during the coronavirus pandemic, Cara Charles-Barks was announced as his successor.



# Financial summary 2019/20

Last but by no means least, our Financial Summary for 2019/20. The hospital experienced another challenging year, reflective of the ongoing pressures faced by the wider NHS. The Trust delivered a small surplus, however this was below the planned financial control total.

An efficiency programme totalling £10.9m was delivered. The savings were the result of cost and quality improvement programmes designed to maximise efficiencies within the Trust whilst maintaining high quality patient care.

## How we spent our money

**£236m** on pay, representing 63% of operating expenses

**£136m** on non-pay, representing 37% of operating expenses

**£6m** Medical equipment and the related enabling works

**£2m** Information management and technology

**£8m** RUH estate upgrades

**£10m** RUH redevelopment programme, related to the RNHRD and Therapies build and ward upgrades



In 2020/21 we plan to invest further

### Main schemes include:

- Further work on the RUH North area of the site
- Initial phases of the Dyson Cancer Centre build
- A new gamma camera
- Improvement works across the hospital site