



Royal United Hospitals Bath
NHS Foundation Trust

Year in Review

Highlights from 2023/24



**The RUH,
where you matter**

The RUH, where you matter

Welcome to our Year in Review 2023/24, where we celebrate our progress against the commitments we have made to the people we care for, the people we work with and the people in our community.

We launched our vision, The RUH, where you matter, two years ago and our Trust strategy in July 2023. So now, in 2024, we are able to give you an update on our progress towards becoming the organisation we know we can be.

A major highlight for the year was to realise the prize from many years of careful planning, fundraising, engagement and design with the completion of our Dyson Cancer Centre. This was marked recently in a special opening ceremony attended by Her Majesty the Queen. The centre provides world-class facilities for our patients in a healing environment. So much work last year went into ensuring it could open its doors in April and we are grateful to everyone who made it happen.

We are also delighted that our Maternity team was recognised for its outstanding service and standards by the Care Quality Commission. This too has been a journey of considerable development. Leaders including Board members have prioritised time to listen and learn. The team has been focused on connecting with the people that access maternity care so their needs are reflected in the service we offer plus making sure team members feel able to make the improvements they think need to happen. This approach has clearly produced excellent results.

Our staff survey results show we are heading in the right direction when it comes to improving the experience of the people we work with. We are proud to be amongst the top 10% of acute hospitals for colleagues recommending us as a place to work. This is the result again of focused efforts to improve and listen throughout the year. Our Basics Matter programme has aimed to act on some of the everyday areas of feedback we hear including more convenient childcare facilities, better rest areas and our food offer. These have been addressed amongst other things through the opening of a new on-site nursery, food fayres and restaurant refurbishment.

We are on a journey to better understand the experience of our staff and patients from a race equality perspective. Our anti racist statement, which we produced in collaboration with our staff network and governors and launched in March, sets out a significant shift in our active commitment to providing a truly inclusive environment. While we are pleased that increasing numbers of staff from the global majority feel that the RUH provides equal opportunities for career progression, there is always more we can do. Our Routes to Success programme is a new step forward in supporting their development particularly into leadership roles. It begins its second cohort this Autumn, following positive feedback from its launch.

Since 2018, we've been working in partnership with Salisbury Foundation Trust and Great Western Hospitals NHS Trust. This has realised a number of benefits including the introduction of robotic surgery, a joint approach to continuous improvement and the investment in a shared electronic patient record.

Our three Boards now see opportunity for still further improvements in patient care and staff experience and believe that this will be best enabled through the appointment of a joint Chief Executive role and in time also a joint Chair. This will enable the three trusts to develop even closer ways of working together as a group.

You can read more about this on page 22 and we look forward to sharing more news about this exciting step soon.

Stay safe and well.

Warmest wishes,



Alison Ryan
Chair



Cara Charles-Barks
Chief Executive

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Strategy overview

We have a compelling Trust strategy to help us achieve our You Matter vision. You can read more on the 'About Us' section of our website. Each year we choose three to four breakthrough objectives to focus our energy on. Our progress against our breakthrough objectives are described throughout this document.

The people we **work** with

Together, we will create the conditions to perform at our best.

- Demonstrating our shared values with kindness, civility and respect all day, every day.
- Taking care of and investing in teams, training and facilities to maximise the potential of all that we have.
- Celebrating our diversity and passion to make a difference.

The people we **care** for

Together, we will support you as and when you need us most.

- Connecting with you – helping you feel safe, understood and always welcome.
- Consistently delivery the highest quality care and outcomes.
- Communicating well, listening and acting on what matters most to you.

The people in our **community**

Together, we will create one of the healthiest places to live and work.

- Working with partners to make the most of our shared resources and plan wisely for future needs.
- Taking positive action to reduce health inequalities.
- Creating a community that promotes the wellbeing of our people and environment.



The people we care for

At the RUH we work together to support the people we care for, as and when they need us most. Over the next few pages we share some highlights to show how we are achieving this.

Looking back at the last year..

Encouraging feedback

A new, simple approach allows people to easily raise concerns, complaints and provide feedback via one central contact point.



Jigantics flower power

Everyone enjoyed a stunning art installation in place in the Children's Ward garden and our central courtyard, on loan from a local business.



2023
April

August

December



Reconditioning games

Seated dancing, crafts and balloon volleyball were among the activities on offer as part of a national initiative to support wellbeing.



Bob's Boxes

Visually impaired patients can now benefit from extra support and equipment during their time in hospital to help make their stay more comfortable.

2023/2024 in numbers

Our 2023/24 breakthrough goal for the people we care for was to reduce waiting times in our Emergency Department – nationally the ambition is to admit, transfer or discharge within four hours.

Work continues to improve this further.



Other highlights include:

50 new Learning Disability and Autism Champions were trained.

We carried out **13% more** planned operations compared to 2019/20 (pre-COVID).

The Trauma Assessment Unit treated their 200th same day hand surgery patient, cutting waiting times and helping the people we care for to get back home more quickly.

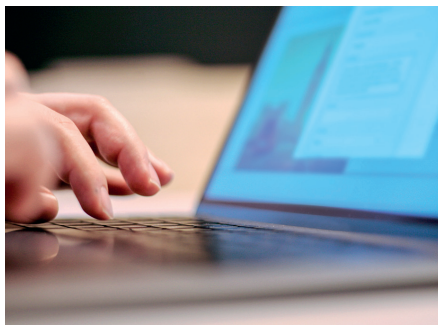


Over 100 cancer patients benefitted from robot assisted surgery, including gynaecology, prostatectomy and colorectal surgeries.

Over **9000** people benefitted from our new Sulis Diagnostic Centre. The centre provides services, such as X-rays, MRI and CT scans, blood tests, ultrasounds and endoscopies to help spot potentially serious conditions at the earliest opportunity.

Oliver McGowan Training

We started the roll out of this national training initiative, to support staff in developing the skills, knowledge and understanding of the needs for autistic people and those with a learning disability, so we can provide safe and compassionate care for all our patients.



2024
February

March



'This is Me' Dementia support tool

This helps health and social care professionals to build a better understanding of the whole person, not just the diagnosis, to provide person-centred care.

Praise for outstanding Maternity team

Our fantastic Maternity team has been praised for its outstanding practice relating to continuously improving services, patient experience and the supportive environment provided for staff.

Inspectors from health and social care regulator the Care Quality Commission (CQC) made the comments during their latest inspection of our Maternity services, which saw the team retain its 'outstanding' rating.

Our focus on improving communications and engagement with staff was particularly noted. The CQC also praised our work to support staff to develop their own projects and ideas to further improve the care we provide for our community.



Green light for Sulis Elective Orthopaedic Centre

Sulis Hospital – which has been part of the RUH since June 2021 – will be able to perform an extra 3,750 non-emergency orthopaedic operations for NHS patients each year from January 2025.

In March 2024, the RUH received planning permission to build the Sulis Elective Orthopaedic Centre (SEOC) at the site in Peasedown St John. The new centre will act as an NHS hub, serving NHS patients from across the region as a way to meet growing demand for elective surgery. It will also create up to 100 new jobs for the area.

Sixty per cent of the capacity will be used to carry out elective orthopaedic procedures for local people, improving waiting times and releasing theatre capacity for other surgery at the RUH's main Combe Park site.

The remaining 40% of capacity will be available to support the wider region's NHS elective recovery programme.

Sulis specialises in planned surgery and is set in a fantastic environment for patients. The SEOC will be a centre of excellence, working to national best-practice standards and providing high-quality care.



Breaking ground for the Sulis Orthopaedic Elective Centre



Quality priorities report back

We set priorities every year that ensure we are focusing on patient safety, clinical effectiveness, and the experience of the people we care for.

They are based on reviewing what our data is telling us about the services we provide, consultation with our key stakeholders and, most importantly, through listening to the feedback we receive from patients and carers.

We are pleased to report we made positive progress in our 2023/24 priorities.

Our priorities from 2023/24:



Reducing length of stay in the Neonatal Unit

We focused on getting our youngest patients home earlier. Progress has included discharging babies who have met the weight and feed assessment criteria at three days rather than our previous five and working more closely with families as partners in the unit.



Dedicated Day Surgery Unit (DSU)

Thanks to our dedicated and skilled team, the refurbished unit has been expanded and transformed into a six day a week service. The unit can now take care of more patients, including children. This is so much better for our patients as they continue their recovery in the comfort of their own home.



Family Liaison Facilitator (FLF)

We introduced this service in Older Peoples Assessment and Acute Units, to act as a link between patients, families and clinicians and provide extra support – whether that's arranging video calls to loved ones, bringing books from the library or arranging a Pets As Therapy (PAT) dog visit. We are now expanding this successful service.



Tackling health inequalities in maternity

Through improving how we manage and present information, we are helping our teams see where we need to act to help reduce health inequalities.

What are the plans for 2024/5?

Our breakthrough goal is reducing length of hospital stay. Getting people back into their own environment as quickly as it is safe to do so is better for the people we care for. It helps with both faster recovery and our capacity to provide for all those who need our services.



What are we doing to reduce length of stay?

We're looking at the whole hospital experience, from visiting the Emergency Department or being admitted, through to leaving hospital.

All our teams are working together to identify and remove delays so we can help patients get home safely, and as early in the day as possible. We're making better use of our Discharge Lounge, for patients who are ready for discharge but who are waiting for medication, transport or packages of care that start later in the day.

We're also working with our partners across the healthcare system to support the people we care for who leave hospital and need to go into another setting, such as a care home.

Some of the other improvements for the people we care for include...

Intensive care fit for the future

We're looking forward to opening our combined ICU towards the end of 2024. This enlarged and newly refurbished space will replace the two units we have at the moment, which are on separate floors.

The new ICU will have 16 beds and will make use of the latest technology and equipment. With more room around each bed, better natural light and dedicated visitor facilities, this will greatly improve the experience for the people we care for as well as providing an easier working environment for our colleagues.

Increasing deaf awareness

We want to ensure greater awareness of the challenges that deaf patients and colleagues face and to create a more inclusive environment.

One project underway is developing a network of Deaf Awareness Champions across the Trust to support, educate and raise awareness. Recruitment and training has already started.

Patient Safety Incident Response Framework

We're embedding an improved way to respond to and learn from patient safety incidents at the RUH, so we can continue to make care safer. It's not about finding someone to 'blame' or only focusing on serious incidents – we know there is much we can learn from incidents that may have caused no harm.



Opening of the Dyson Cancer Centre

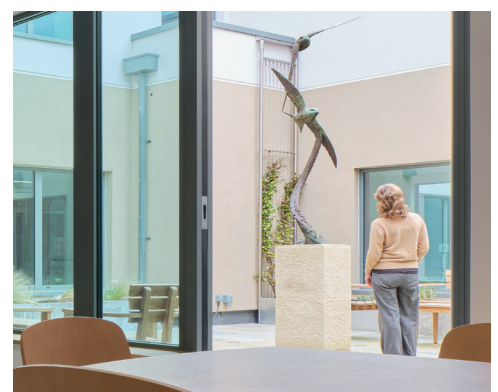
We kicked off 2024/25 by opening the much anticipated Dyson Cancer Centre, bringing together many of the RUH's cancer services under one roof.

Designed in conjunction with patients and staff, the new centre is a huge improvement from the old, difficult-to-maintain wartime buildings. It allows us to provide a much better experience for those we care for, as well as those who work in our cancer services.

Thoughtful interior design, the use of natural light and over 100 artworks and art installations – many of which are influenced by the local environment – create a soothing and welcoming space, to balance the high-tech facilities housed in the new centre. The centre was made possible by over £40m of Government funding and an additional £10m RUHX fundraising campaign, including a £4m donation from the James Dyson Foundation and £1m from the Medlock Charitable Trust.



Atrium entrance and reception



'Swifts' by Hamish Mackie

The people we work with

At the RUH we recognise the importance of looking after the people who look after you. That's why we strive to create the conditions for every single colleague to perform at their best. The following pages show just some of the ways we are enabling this.

Looking back at the last year..

Learn Together go live

We launched our new one-stop platform to support our staff with all their learning and development needs.



VR training programme

We produced a bespoke virtual reality patient safety training programme, using innovation and technology to help colleagues develop their skills.



2023
May

June

September



Celebrating together

We thanked our staff for their exceptional dedication at our annual awards ceremony, with winners from more than 120 nominations in 16 categories.



Protecting our staff

We successfully piloted our new process for keeping staff safe from violence, harassment and discrimination. We've since rolled this out across the RUH (see page 15).

2023/2024 in numbers

Our 2023/24 breakthrough goal for the people we work with was addressing discrimination.

We want to foster an environment in which every single person is supported to thrive at work. Part of this is ensuring we act fairly with regard to career progression.

The percentage of global majority staff who said the RUH provides equal opportunities increased by 6%.

We will continue working on this breakthrough goal for 2024/25.

Equal opportunities:
7%
above the national average

Other highlights include:

The RUH ranked **18th** best acute hospital in the country to work for

600 more people than last year recommended us as a place to work. See page 12 for more from our NHS Staff Survey.

More than 600 more staff said that the people they work with are kind and understanding towards one another compared to last year – the 8th best result in the whole country.

We're **8th** best for colleagues being kind and understanding to each other.

Top **10%** for training doctors

We were ranked in the top 10% of trusts for training for doctors.

Staff flu jab success

Keeping our patients and staff fit and well is one of our top priorities. We had the third highest uptake of staff flu jabs in the whole country, and second highest in the South West.



March

January 2024



Challenging race inequity

We're committed to providing safe and inclusive working environments, where colleagues thrive. We launched our Anti Racist Statement, setting out how we will actively identify and challenge racism to improve everyone's experience of the RUH.

RUH rated as a great place to work

We are really proud that the RUH came above average in nearly every measure in our most recent NHS Staff Survey. This is an annual questionnaire that every NHS trust does.

We came 18th out of over 260 other NHS organisations for colleagues recommending us as a place to work, with even more people rating us positively compared to the previous year. We are also sixth for colleagues saying they have frequent opportunities to show initiative and eighth for being kind and understanding towards each other.



Our results showed that our work to improve staff experience is paying off. As a result, we are particularly keeping our focus on enhancing health and wellbeing and supporting staff to have their say, ask questions and feel comfortable raising concerns. We're also continuing our focus on ensuring the RUH is an inclusive employer.

Our future leaders

Routes to Success is our brand new positive action programme that recognises a significant proportion of our staff are underrepresented in our leadership. It will help to develop a next generation of RUH leaders. It's open to nurses, midwives and allied health professionals from the global majority (Black, Asian and minority ethnic communities), who make up 20% of our workforce but this is not reflected yet in our higher pay bands, especially in clinical roles.

Throughout the first four-day course, 22 participants learnt more about how our systems in the NHS work, developed a deeper understanding of how they can bring their skills, knowledge and experience to leadership, and started to take the next steps in their careers. It was also a chance for them to receive one-to-one support and mentoring from NHS leaders.

The first course proved such a success that we're launching our next cohort in September 2024.



Routes to Success participants

Basics Matter

We know that when we get the basics right, the people we work with can thrive. Ultimately, that means we're set up to provide the best possible care. We launched our Basics Matter programme of work to respond to what matters most to staff. Here are some highlights...

Exciting new food choices

We are working with local independent traders to run a regular Foodie Fayre on site. We have a rotating range of healthy, delicious and good-value stalls, in addition to our usual on-site food and drink vendors.

These are proving really popular with staff, who previously told us that they would like to have more options at mealtimes.



Salad bowl from the Foodie Fayre.



Lansdown Restaurant self-service area.

A space to take a break

We invested in a complete overhaul of our Lansdown Restaurant – our main food retailer on site. We have created a more modern and relaxing environment, as well as introducing menu changes.

Customers love our new 'grab and go' hot food section and the self-service tills to speed up queues. There are new healthier eating choices too, including fresh salads and a dedicated jacket potato bar.

Addressing childcare needs

We know that finding available childcare spaces is difficult, so we worked hard with a local provider to reopen our on-site nursery. It's a facility for the whole community, but RUH staff get priority over spaces and the opening hours have been negotiated to suit shift patterns.

We have also improved the information available for staff about other childcare options.



Awards and recognition

As well as our own annual awards ceremony (see page 10) we're proud that the people we work with have picked up a number of other accolades too. Below are just a few examples.



Prestigious prize for breast cancer care

Clinical Support Worker Karen Read scooped a gold prize in the national Our Health Heroes Awards. Judges were impressed by Karen's outstanding care, helping patients who have had a mastectomy get fitted for bras, establishing a prosthesis fitting service, and even training in nipple tattooing for people who have had reconstructive surgery.



Recognition for excellence in innovation

Principal Clinical Scientist Darren Hart received the Innovation Gold Medal – a prestigious professional accolade in recognition of his outstanding contribution to advancing healthcare innovation. Recent projects include creating virtual reality patient safety training and supporting others to develop and scale their own innovative ideas.



Gold standard declared for work experience

The RUH's inspiring work experience opportunities across a huge variety of careers were given gold accreditation under the national Work Experience Quality Standard. More than 100 young people each year enjoy taster placements with departments across the hospital. The warm welcome and helpful induction were particularly praised.



Top award for RUH researchers

A key research study into Parkinson's disease, led by an RUH doctor, won Lead Network Study of the Year at the Clinical Research Network West of England Awards. Dr Emily Henderson and the team established one of the UK's largest ever drug trials in Parkinson's disease, aiming to reduce the number of falls people have.

What are the plans for 2024/5?

We are continuing with our 2023/24 breakthrough goal of addressing discrimination (see page 11). These are some of the other improvements we are working on.

Helping everyone feel safe and heard

We are committed to a culture in which every single person feels empowered to speak up when things aren't right, and to support each other to challenge poor behaviours.

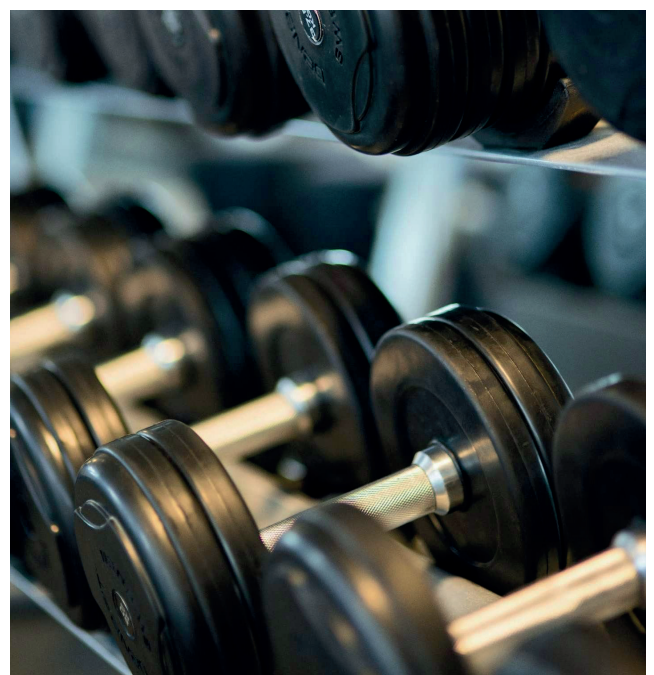
We are embedding two new interventions – a three-step approach to address abuse, discrimination and violence from patients and relatives, and a confidential platform for reporting unacceptable behaviour from colleagues. Together with our other support mechanisms, these will help people get the right help when they need it.



Delivering even more of the basics

We are continuing the next phase of our Basics Matter programme of work (see page 13) to lay the foundations for our staff to thrive.

We are planning to open a small, good-value on-site gym, to support the health and wellbeing of our colleagues and our community. We are also focusing on how we can better support staff who breastfeed, and we are exploring ideas for making the best use of our many beautiful green spaces around the site following the opening of our Wellbeing Garden in May.



The people in **our community**

We collaborated with our community to make Bath a healthier place to live. We also worked to reduce health inequalities: our vision is for everyone to have an equitable experience of healthcare. The next pages show some of the ways we are working to achieve this.

Looking back at the last year..

geko™ device study

In a groundbreaking piece of research, we launched a UK-first study into a new medical device that could reduce the risk of blood clots in stroke patients (see page 18).



BaNES Community Wellbeing Hub

Located in the Atrium, the Hub is a gateway to a range of health and wellbeing services for our community, providing extra support or just some advice.



2023
June

2024
January

October



75th Windrush anniversary

Working with the local community, we made a film celebrating the contribution of the Windrush generation and their descendants in establishing the NHS.

March



A Civic Agreement

We signed an agreement with BaNES Council, Bath Spa University and the University of Bath to work more closely together to benefit the region.

2023/2024 in numbers

We delivered **13%** more elective activity.

Our 2023/24 breakthrough goal for the people in our community was seeing and treating 9% more patients (against 2019/20 activity) for planned care to help reduce waiting times. This was 2% more activity than in 2022/23.

2023/24
Zero patients waiting over 78 weeks.

Other highlights include:

We helped reduce our carbon footprint by switching to portable gas canisters.

2% reduction in carbon emissions

Our N2O usage has also reduced from 2 million litres to 13,500 litres a year.

The number of regularly active volunteers across the hospital

grew to 250

We encouraged healthier lifestyles by offering our smoking cessation services to maternity inpatients.

95% of maternity inpatients were offered support to stop smoking.

4x more staff using EV chargers

We helped to improve the environment by supporting more drivers to bring electric vehicles (EVs) on site.

Sustainable travel on track

Since launching a sustainable travel plan in 2020, 92% of actions have been completed or are on track for completion, helping reduce the RUH's carbon emissions.



Energy-efficiency projects grant

We were delighted to receive a £21.6million grant for energy-efficiency projects from the Department of Energy Security and Net Zero (see page 18).

A huge grant towards a greener RUH

The RUH has committed to reaching net zero for the emissions over which we have direct control by 2030. In March 2024, we moved closer to realising this goal when we received a £21.6million grant for energy-efficiency projects from the Department of Energy Security and Net Zero, administered by Salix.

The grant will fund improvements that will make the hospital more sustainable and a more pleasant environment for all those who use it. The majority will be spent on de-steaming much of the RUH's 52-acre site, a process that will see the hospital's ageing heating systems replaced with more energy-efficient options such as heat pumps.

The project is expected to result in a 24% annual reduction in the RUH's carbon dioxide emissions and will be completed in 2026.



A stroke research first

In October 2023, the RUH became the first research centre in the country to study how a new medical device could potentially reduce the risk of blood clots in people who are less mobile as the result of a stroke.

Similar in size to a watch strap, the geko™ device is fitted to a patient's leg, just below the knee. It uses a small electrical pulse to stimulate a nerve in the leg, where it causes muscle contraction and increases blood flow.

Two other studies on strokes are currently taking place at the RUH. One is looking at helping clinicians better predict how soon someone's speech might return after a stroke, while the PhEAST study aims to help patients unable to swallow food and drink to retrain their brain to swallow independently again.



gekko™ device

Financial summary

Our Trust strategy describes our commitment to regaining financial balance post the unprecedented changes that were part of responding to the pandemic.

Whilst we have been able to make some progress on this, we have also been affected in year by inflationary pressures, impacts of industrial action and higher levels of demand than anticipated.

Within this context, we achieved £23.5 million in savings to end the year with a deficit of £3.5 million.

How we spent our money in 2023/24:



£361m on pay
(65% of operating expenses)



£194m on non-pay
(35% of operating expenses)



£6.7m on medical equipment
Including Cath Lab replacement and theatre and diagnostic equipment. Within this, £3.8 million related to a new robot and replacement Gamma Camera, which were funded through charitable donations.



£6.2m on estate schemes
Various estates schemes including the single ITU project, Day Assessment Unit works, works to support additional bed capacity and critical infrastructure backlog expenditure.



£5.3m on digital
Investment in cyber security and the Bath and North East Somerset, Swindon and Wiltshire Integrated Care Board (BSW ICB) single electronic patient record system.



£7.6m on Sulis Hospital
Supporting Community Diagnostics and the Sulis Orthopaedic Elective Centre (SEOC) and £0.5 million on capital investment in Sulis Hospital, which included X-ray equipment.



£1.2m on ward projects
Supporting additional bed capacity and elective recovery.



£6.6m on the Dyson Cancer Centre

Community support for the RUH



Stuart Gillett, the 'Deca Doctor'



Friends of the RUH volunteer, Jenna Leas

RUHX

RUHX helps people in Bath and beyond live healthier and happier lives. The charity's work in 2023/4 saw them shortlisted for 'Charity of the Year' in the annual Bath Life Awards.

Other highlights include:

- **Raising over £3million**, thanks to generous donations from our community.
- Providing **six new incubators** to the RUH's neonatal department.
- Head and Neck Surgeon at the RUH **Stuart Gillett (known as the 'Deca Doctor')** raising over **£20,000** for RUHX when he ran the equivalent of ten Ironmans and became the Great British record holder for the distance in the process.
- **Helping to fund a Gamma Camera** for the new Dyson Cancer Centre. The camera helps give a clearer picture of a patient's condition, allowing for a faster diagnosis.
- **The 'My Thank You' initiative**, where patients and loved ones can pass on their thanks to staff: hundreds of messages have been captured since its launch in early 2024.

Friends of the RUH

The Friends of the RUH provide support to patients and their loved ones throughout the hospital, and also help raise funds for important projects through running the wonderful café and shop on site. Recent achievements include:

- **Increasing volunteer numbers by over 30%.**
- Donations of **over £100,000** to support with, among other things, the launch of the 'Volunteer to Career' programme, which gives mentorship and support to volunteers looking to embark on a career in the NHS or social care.
- **Introducing new Welcome Volunteers**, who support patients and visitors in the Atrium to find their way around the RUH.
- **The Friends Gardening team winning two awards:** Gold for Bath in Bloom and an Outstanding award in the RHS's 'It's Your Neighbourhood' competition.

Both charities helped to fund bringing the Da Vinci XI surgical robot to the RUH, enabling surgeons to perform complex operations with greater precision, smaller incisions and increased magnification, leading to faster patient recovery times.

What are the plans for 2024/5?

We are looking forward to building further links with our local community, and to making the RUH a greener place for those who use it, work here and live nearby.

Heat decarbonisation work starts

After receiving a government grant towards decarbonising our estate (see page 18), we are looking forward to working on the project to make the expected carbon savings. Work will begin in late 2024/5 and will be completed in 2026, when we expect our patients to feel the benefits of, among other things, a more pleasant environment thanks to a more efficient heating system.

First Community Day

In September, the RUH will welcome the public to our first Community Day.

The day is made possible thanks to the support of hospital charity RUHX, and our partner and neighbour Lansdown Cricket Club, who will host live music and family-friendly entertainment on their site.

Visitors to the RUH will be able to visit the RUH grounds, gain useful health tips, enjoy interactive stands, meet staff, and find out more about the RUH's services and feedback on them in a casual environment.

We hope the day will make local people feel more connected to their hospital and show them that it is friendly and welcoming.



We're better together

Since 2018, the RUH has been working closely alongside Salisbury Foundation Trust and Great Western Hospitals NHS Trust as part of the Acute Hospital Alliance.

This collaboration has brought about some significant benefits to patient care, such as the introduction of robotic surgery, expanded community diagnostics capacity and the development of the Sulis Elective Orthopaedic Centre.

In recognition of the belief that we're better together, the Boards of all three Trusts have recently agreed a proposal to move to take a natural step on from our informal collaborative arrangement to establish a Group operating model. This new arrangement will particularly benefit from a shared guiding mind.

This follows work earlier in the year with stakeholders to identify a range of further collaborative opportunities:

 Tackling the challenges from chronic illness in the ageing population	Aligning research and innovation to accelerate delivery of shared clinical priorities 
 Aligning around transformation in UEC to better manage acute demand	Developing a resilient workforce for the future, drawing on talents of the local population 
 Delivering clinically sustainable services for the future	Creating efficiencies in the use of data and adoption of digital innovations 
 Improving access, effectiveness and value for money of planned care	Building resilience across Finance 
 Tackling increasing prevalence and performance challenges in cancer	Supporting corporate efficiency and cost reduction 

Our next step will be identifying a Joint CEO and Chair and a roadmap to form a Group, including developing a shared operating model. Each Trust will remain a sovereign organisation with its own Board and Governors and as such three on-site Managing Directors will be appointed to oversee day-to-day leadership.

We'll also be prioritising focus on the implementation of our shared electronic patient record, group financial resilience, our joint approach to continuous improvement and working to ensure the success of the new community healthcare service arrangements.

Members and Governors

Our Council of Governors can look back on a busy and successful 2023/24, helping support the Trust to develop the services we provide for our local communities.

Over the course of 2023/24, representatives of the Council of Governors were formally involved in:



Appointing **Viv Harpwood**, Public Governor as Lead Governor and approving the extension of Viv's term of office as Public Governor from 31 October 2024 to 31 October 2025.



Appointing **Nick Gamble**, Public Governor as Deputy Lead Governor.



Approving the reappointment of **Ian Orpen**, Non-Executive Director from 1 September 2023 to 31 August 2026.



Approving the reappointment of **Antony Durbacz**, Non-Executive Director from 1 November 2023 to 31 October 2026.



Approving the reappointment of **Nigel Stevens**, Non-Executive Director for a further 12-month term of office.

- ✓ Approving the Deputy Lead Governor appointment process.
- ✓ Approving amendments to the Council of Governors Terms of Reference.
- ✓ Approving the content of the Chair's appraisal and the suggested objectives.
- ✓ Approving amendments to the People Working Group Terms of Reference.
- ✓ Approving the RUH Anti-Racist Statement.
- ✓ Approving the appointment of the Trust's External Auditors.
- ✓ Looking ahead to 2024/25.
- ✓ The Governors are looking forward to taking part in the RUH community day and Annual General Meeting.
- ✓ As well as finding new ways to engage with our members.

Keep up to date:

 www.ruh.nhs.uk

 RUH Bath

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 Royal United Hospitals Bath
NHS Foundation Trust



Everyone
Matters
Working
Together
Making a
Difference


Royal United Hospitals Bath
NHS Foundation Trust

Year in Review 2023/24
Issued: September 2024