

Year in review

Highlights from 2021/22





NHS
al United Hospitals Bath
NHS Foundation Trust

Year in review

2021/22



Cara Charles-Barks
CEO

The RUH is all about people; the people we work with, the people we care for and the people in our community. We couldn't do what we do without the commitment of our wonderful staff and making sure they feel supported is amongst my highest priorities.

Fundamentally, that includes making sure we have enough staff and we have made progress here, with 131 full-time equivalent nursing and midwifery staff joining us during the year. There's still more to do but I am committed to helping our staff feel like they can come to the RUH each day enabled and ready to do a great job.

I am also passionate about getting the message out there that when you come to the RUH, we value all that you bring to our team. Making sure that all our people know they each have a really important contribution to make in creating a better experience for everyone.

The NHS is made up of all sorts of people from every walk of life; that's one of the reasons it's such a special place to work. Giving a platform to those voices that have a historically been seldom heard is something I feel strongly about, and this year we've been focussing on increasing the visual signals that indicate that the RUH is an open, safe place for everyone.

The support of the people in our community is so important to the RUH and I really value my relationships with partner organisations. This year health and care organisations across B&NES, Swindon and Wiltshire have been making plans together for a healthier future for our region. As part of this work we've already successfully tackled some difficult challenges including delivering a mass COVID vaccination programme and taking innovative steps to help address shortages of carers in B&NES.

Also recognising the need to secure more NHS capacity for planned surgery, in June 2021, we also took the bold step to acquire Sulis Hospital, formerly Circle Bath. We are excited about the benefit that this high quality facility can now offer to those on the elective waiting list.

As we look towards 2022/23, I'm excited that we've launched our new vision, The RUH; where you matter, to help us simply articulate our ambition for the future based on what the people we care for, people we work with and people in our community have told us is important. I acknowledge that there is a journey to take to achieve this but through steps I've outlined as well as other initiatives that are coming up, I'm sure that together we will realise the future we all want to see for the RUH.

The people we care for



Making a difference

It's been an eventful twelve months for the Dyson Cancer Centre. In spring 2021 following demolition of the old Therapies building the site was a blank slate. In summer 2021 we broke ground, marking the official start of construction of this very special new building.

Many years in the planning, the new centre will bring together the majority of the RUH's cancer services under one roof. As 2021 progressed, and ground works and foundations were complete, the new building began to emerge from behind the hoardings.

By March 2022 we'd reached the highest point of construction, and celebrated with a topping out ceremony. The three storey construction will include an inpatient ward, chemotherapy and day care, family accommodation, space for our research teams and medical physics teams and much more. A Macmillan Wellbeing Hub will provide a non-clinical, calming space, offering practical and emotional support to people living with cancer, their carers and their families.

The new centre will be a nurturing and therapeutic environment where our staff can continue to provide the highest quality care and our patients and their loved ones can receive all the support they need in one purpose designed building. We're really looking forward to welcoming patients in autumn 2023.



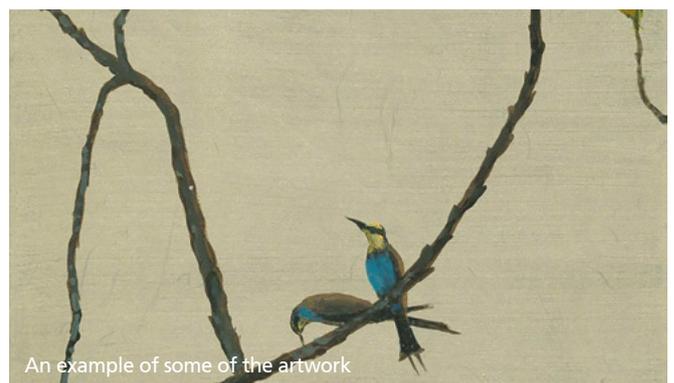
Staff at the ground breaking ceremony



Staff heading up to the roof for the topping out ceremony



Great progress has been made on the build



An example of some of the artwork

Listening to feedback and working with our patients led to many service improvements in 2021/22. In July 2021, we opened a new scanning unit to increase the capacity, enabling our Radiology department to see more patients than ever before. The extension houses a high specification Siemens CT scanner which can produce detailed images of the inside of the body, including organs, blood vessels and bones.



Di Pressdee, Team Lead Radiographer, alongside the new CT scanner

We opened a new Children's Emergency Department in February 2022. This created a dedicated and separate area for children and young people to be seen and assessed and included an improved treatment area, as well as individual rooms, and a teenage room to provide a separate quieter space for young adults waiting for care.



Our new look Children's Emergency Department

Working in partnership with University Hospitals Bristol and Weston NHS Foundation Trust and charity Ovarian Cancer Action, we launched a Holistic Integrated Care in Ovarian Cancer (HICO) service to tackle inequality in ovarian cancer outcomes for older patients. The new way of working, which was introduced in March 2022, sees clinicians work closely with patients on all elements of their physical and mental health to ensure they are better able to manage treatments and recover more quickly after treatment.



The team who are delivering HICO at the RUH

We are committed to delivering healthcare services that are accessible and welcoming to everyone, embracing the varied and vibrant community which we serve and tackling inequality. In 2021/22 we continued to embed these values, becoming a Veteran Aware accredited Trust in recognition of our commitment to care for veterans and members of the armed forces community, building on our rainbow badge programme.



Our LGBTQ+ flag proudly flying at our main entrance

The people we work with

Everyone matters

During 2021-22 improving our staffing levels was a key focus for us. We made good progress in this area with an overall increase of 131 full-time equivalent nursing and midwifery staff joining us during the year. Another key focus was reviewing our recruitment practices to inform our 2022/23 transformation programme which aims to simplify and digitise processes, reducing time to hire and providing a great experience for candidates and managers.

Staff wellbeing is a key priority for us and in October 2021 we introduced two new health and wellbeing facilitator roles to increase the support available to staff. Our health and wellbeing facilitators provide support, guidance and signposting on all aspects of health and wellbeing including mental health, spiritual and cultural wellbeing, financial wellbeing and physical health.

We have also continued to invest in staff development, supporting career progression with in-house and external training, apprenticeships, and learning opportunities. This includes a brand new "choose your own rotation" role for registered nurses to get experience of a number of different specialisms, introduced in response to staff feedback.



Our Health and Wellbeing Facilitators Simona and Charlotte



Welcoming more staff to our organisation remained a key priority

We held a virtual staff awards ceremony in May 2021 to recognise and reward staff achievements. Colleagues were surprised with their awards while they were at work and a film was produced celebrating all the winners.

All the winning teams and individuals were chosen for their outstanding commitment to making a difference for their patients, their teams, and our community. The Discharge Hub team, which cares for patients while they wait to leave hospital later that day, was named Team of the Year, and our Specialist Palliative Care team was selected as Most Innovative Team of the Year.

We have four established staff networks, Fusion (representing staff from ethnic minorities), Equal Abilities (staff with disabilities), LGBT+ and allies (lesbian, gay, bisexual and transgender) and a Women's network. These networks have grown from strength to strength this year, running successful campaigns for Black History Month, LGBTQ+ History Month and International Women's Day.



Chief Executive Cara Charles-Barks dropped in to surprise staff with awards



Our Fusion network celebrated Black History Month by flying a special flag and arranging a performance from a local steel pan band for staff and patients

The people in our community



Working together

We have worked closely with partners across Bath and North East Somerset and Wiltshire this year. Initiatives such as the additional ward opened at St Martin's Hospital over winter and our new domiciliary care agency set up in partnership with Bath and North East Somerset Council, have seen us working together to ensure patients receive the right care for their needs, in the right place, and increase our bed capacity at a time of unprecedented demand.

In June 2021, we purchased Sulis Hospital Bath, formerly Circle Hospital Bath, to secure extra capacity for NHS patients at this critical time of recovery for our waiting lists. The hospital has already treated over a thousand additional patients who were on NHS waiting lists and we continue to progress an ambitious strategy to increase capacity at the site even further.



The ward at St Martins Hospital



Sulis Hospital

Our vaccination centre at Bath Racecourse yet again played a vital role throughout the year in keeping our community safe, delivering well over 230,000 vaccinations since it opened in January 2021. In December 2021, the centre successfully stepped up to the challenge of delivering the COVID-19 booster programme, and by January 2022 had delivered more than 50,000 booster jabs.

Thank you to our charities RUHX, Art at the Heart of the RUH and Friends of the RUH, whose vital support continues to benefit both our patients and staff. Some key achievements this year include the extension of our Breast Unit and the expansion of our research programmes, both thanks to donated funds.

The improvements to the Breast Unit include a dedicated treatment room, improved consultation and examination areas and a new waiting area, which has improved patient experience. The team there sees over 400 new patients each year.



The vaccination centre at Bath Racecourse



In June we celebrated the opening of the Breast Unit extension

12 months at the RUH

April 2021

We introduced free WiFi for patients and visitors, enabling people to access the internet using their own devices to improve their experience of being in hospital.



May 2021

In May, staff were recognised for their outstanding achievements at our annual staff awards ceremony, which was held virtually due to the pandemic.



June 2021

New radiotherapy treatment - stereotactic ablative radiotherapy – was introduced in June to treat patients with early stage, medically inoperable lung cancer.



July 2021

In July we opened a new Direct Assessment Area in our Emergency Department to provide rapid assessment and treatment for GP-referred patients. This has been instrumental in improving patient experience by ensuring our patients get the right care, in the right place, at the right time.



August 2021

In August we introduced more visible yellow name badges as part of the Hello My Name Is campaign to highlight the importance of saying hello and getting to know each patient to improve their experience of care.



September 2021

The new Children's Ward garden was reopened after a complete makeover, thanks to charity Time is Precious, creating an improved outdoor area for our youngest patients to play and relax in.



12 months at the RUH

October 2021

At the RUH we're committed to embedding the values of equality, diversity and inclusion into everything we do. In October, we were awarded Veteran Aware accreditation for our commitment to improving NHS care for veterans and members of the armed forces community.



November 2021

To mark international climate conference COP26, we launched an art competition for children and young people on the theme 'a healthy planet'. The artwork was displayed across the RUH as a reminder for staff, patients and visitors of the importance of taking action against climate change to protect future generations.



December 2021

Our COVID-19 vaccination centre at Bath Racecourse celebrated delivering their 200,000th jab in December.



January 2022

Throughout winter we worked closely with our partners across the local health and care system to help our patients get back home from hospital as soon as they were well enough to leave us. This included opening up a new ward at St Martin's Hospital in Bath.



February 2022

We painted the first of eight rainbow walkways in February. These are important visual signals that indicate the RUH is an open and non-judgemental organisation that is here for everyone, no matter what their sexuality or gender identity is, as is part of our on-going commitment to making sure everyone feels welcome at the RUH.



March 2022

Our Dementia Co-ordinator team was presented with our Improving Patient Experience Award for redesigning their service in response to the pandemic and feedback from patients and family members.



Financial summary

2021/22

We achieved a breakeven position in 2021/22. We delivered an efficiency programme totalling £2.9m. 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

- £304m on pay, representing 64% of operating expenses
- £171m on non-pay, representing 36% of operating expenses
- £4m on medical equipment and related enabling works
- £6m on estates schemes including upgrades to the Emergency Departments, ward upgrades and estate upgrades
- £3m on information technology and associated hardware
- £11m on the build of the Dyson Cancer Centre
- £3m in respect of the acquisition of and subsequent capital investment in Sulis Hospital Bath.

In 2022/23 we plan to invest further

Main schemes include:

- Continuation of Dyson Cancer Centre build £26m
- Ward and estate upgrades £5m
- Medical equipment £2m
- Digital programme £1m





Royal United Hospitals Bath
NHS Foundation Trust

