

Report to:	Public Board of Directors	Agenda item:	7
Date of Meeting:	27 January 2021		

Title of Report:	Chief Executive's Report
Status:	For Information
Board Sponsor:	Cara Charles-Barks, Chief Executive
Author:	Helen Perkins, Senior Executive Assistant to Chair and Chief Executive
Appendices	None

1. Executive Summary of the Report
The purpose of the Chief Executive's Report is to highlight key developments within the Trust, which have taken place since the last Board meeting.

2. Recommendations (Note, Approve, Discuss)
The Board is asked to note the report.

3. Legal / Regulatory Implications
Not applicable

4. Risk (Threats or opportunities, link to a risk on the Risk Register, Board Assurance Framework etc)
Strategic and environmental risks are considered by the Board on a regular basis and key items are reported through this report.

5. Resources Implications (Financial / staffing)
Not applicable

6. Equality and Diversity
Not applicable

7. References to previous reports
The Chief Executive submits a report to every Board of Directors meeting.

8. Freedom of Information
Private

CHIEF EXECUTIVE'S REPORT

1. Finance

During December the Trust's costs increased as a result of our Covid-19 response. The impact of high levels of Covid related staff sickness and staff being absent from work due to self-isolating, together with an increased occupancy of intensive care beds has resulted in an increase in staffing costs. The Trust has now spent £217,000 more than planned at the end of December. There is a risk that our forecast of a £3million deficit will deteriorate further due to the significant increases in Covid-19 cases we are seeing in January which are predicted to continue through the final quarter of the year.

2. Performance

The Trust had a significant increase in the number of Covid admissions during December with a peak of 97 admissions, compared to a peak of 49 in Wave 1. An Internal Significant Escalation (ISE) was called from 1st December 2020 which ran to 7th January 2021 to manage the pressures that the organisation faced.

Ambulance handover delays were extremely challenging in the first two weeks of the month. The Trust has been working closely with South Western Ambulance Service NHS Foundation Trust to deliver a step change reduction in the number of resource hours lost in the latter part of the month. 4 hour performance has remained challenging and was 71.8% during December; a reduction on the previous month but an improvement on position in the previous year.

Performance against the incomplete standard of 92% was 68.5% in December, a slight decline (0.7%) from November position. The Trust remained on or above trajectory against our Phase 2 recovery plan. The number of patients waiting over 40 weeks increased in December and waiting times are predicted to continue to increase to the end of the financial year due to the standing down of priority 3 & 4 activity in January as per national guidance to respond to Covid pressures. As at 9th January 2021, 100% of the waiting list have now had a clinical review with a priority status applied. Despite the increase in Covid admissions since Christmas, the Trust continues to prioritise urgent and cancer surgery as well as some routine diagnostic and outpatient activity.

3. Quality

The monthly Quality Report, reviewed at Quality Board, summarises performance against key quality work streams supported by the Quality Improvement Centre with a focus on the Improving Together 2020 patient safety and quality improvement priorities. For December, there were no category 2, 3, 4 or medical device related pressure ulcers reported.

The Trust remains above trajectory for the number of inpatient falls with 134 falls reported in December, an increase from 101 in November and the vast majority there was no harm (132). There are a number of contributory factors for the increased falls including the deconditioning of our frail elderly patients before coming into hospital and whilst in hospital and the changes and adaptations in the way we are providing care during the COVID 19 period. Further analysis is also being undertaken into the falls to identify themes that could be contributing to these which will also identify learning.

There has been a significant increase in patient deaths related to COVID-19 outbreaks in November and December. Each patient who has died as a result of hospital acquired COVID-19 is reviewed using an agreed serious incident framework and is also subject of a

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subject structured review (SJR). A single investigation report will also be created that will cover hospital wide trends and learning from the outbreaks. This will include a focus on estates and bed configuration, Infection Prevention and Control practice, bed management, staff movement and COVID-19 and reporting, escalation and assurance processes.

In December, a new Infection Prevention and Control (IPC) Assurance Checklist audit was introduced. This is being completed in wards and departments on a weekly basis (daily in outbreak areas) to provide assurance that key infection control requirements including Personal Protective Equipment (PPE), social distancing, COVID-19 testing and ventilation are being met. The results from this audit are monitored at a weekly IPC COVID-19 Action Plan Monitoring Group and any areas of concern discussed. A self-assessment has also been completed on the Trust's compliance with key infection prevention and control guidance, including the NHS England IPC Board Assurance Framework, NHS England IPC and testing key actions for Boards and Care Quality Commission (CQC) IPC requirements. This is on the agenda for Board of Directors in January. An action plan has been developed to address identified gaps in assurance.

4. RUH Covid19 Vaccination Hub

The RUH Hub was established on 4th January 2021 and became operationally-ready to vaccinate hospital staff on 5th January using the Pfizer BioTech vaccine. The programme has operated within the Joint Committee for Vaccinations and Immunisations (JCVI) guidance ensuring that those staff who are clinically extremely vulnerable, and also all front line staff have been prioritised for a vaccine. The Vaccine Hub operates 7 days a week and 8am-8pm and is run with four 'pods' supported by nursing staff who are the peer vaccinators, of which we currently have around 60; pharmacy technicians and administrative staff. The multi-disciplinary approach has been critical to the effective establishment of the clinics and on-going support is provided by RUH teams including Occupational Health and HR; communications and estates.

Cross BSW working was established in November with the CCG, Local Authorities, care and health providers working collectively towards vaccinating the local population. Internally the Programme SRO is Dr Bernie Marden, Medical Director, who is supported by Libby Walters, Deputy Chief Executive and Claire Radley, Director for People. The Programme Board meets weekly and provide assurance to operational committees (GOLD) as well as strategically (People Committee), and an Operational Group supports the Board with Exception reports; risk log and performance metrics, which are also reported daily.

To date the RUH programme has been successful in delivering four batches of vaccines enabling 60% of the hospital workforce to be vaccinated. The programme has also extended to include other health and care providers local to the BaNES area. This includes blue light services; other NHS providers and the independent sector.

5. Care Quality Commission Inspection

The CQC undertook an unannounced inspection of the Emergency Department on 4th January 2021. The purpose of the visit was to check that the Emergency Department was safe, with a focus on patient flow, infection prevention and control and safe staffing. The inspection was also an opportunity for the CQC to corroborate the information that the Trust had shared with the CQC about the Emergency Department and how it operates in practice.

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Following the inspection, the CQC requested further information to support the conversations they had during the inspection. All requested information has been returned on time to the CQC. The Trust is currently awaiting the inspection report.

6. Health and Safety Executive Site Inspection

The Health and Safety Executive (HSE) carried out a site inspection at the organisation on Tuesday, 12th January 2021. The inspection was specifically designed to undertake a spot check of the COVID-19 provisions put in place at the Trust to ensure worker safety and public confidence.

The HSE Inspectors provided verbal feedback following the inspection but the Trust will receive a formal report shortly with any recommendations identified.

7. Increased Infection Control Measures

Patients and visitors to the hospital are being asked to support stricter infection prevention and control measures throughout the hospital as the coronavirus pandemic continues. The action, on top of measures put in place in the spring, includes reducing the number of public entrances and providing manned PPE stations. It is being taken to counter a potential rise in COVID-19 patients needing care this winter and to address so-called 'coronavirus fatigue' among the general public.

8. RUH Patients Benefit from Revolutionary Technology

A generous legacy and donation from a local charitable trust is making a huge difference to patients needing complex facial and dental surgery at the Trust.

Clinicians in the Oral and Maxillofacial Surgery and Orthodontics (OMFS) Department now have access to a brand new in-house 3D surgical planning and prosthetic design service, enabling them to plan surgical procedures in ways that were previously not possible. By being able to provide this service, the department is seeing many benefits for their patients. There is no longer a need for patients to travel to Bristol for a special type of scan as all the treatment can be done at the RUH, helping to reduce anxiety and waiting times.

9. RUH plays important role in new COVID-19 vaccine study

Researchers at the Trust are playing an important role in a new worldwide COVID-19 vaccine study. Volunteers from across the West of England are being called on to join up to 30,000 more to test the safety and effectiveness of a new vaccine candidate developed by the Janssen Pharmaceutical Companies of Johnson & Johnson.

Further details can be found via: <https://local.nihr.ac.uk/news/urgent-call-for-volunteers-across-the-west-of-england-to-take-part-in-a-new-covid-19-vaccine-study/26320>

10. Emergency Department Major Investment

Work is underway on a £2.5m improvement project which will update and further improve the hospital's emergency care facilities.

The project, which is the result of a successful funding bid to central government, will continue to ensure patients get the right care in the right place at the right time, while reducing ambulance handover times.

The key strands of the project are:

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- Increase capacity in A&E - A new three-bed resuscitation area will be created, to care for patients arriving by ambulance and needing resuscitation or major care. This will also improve access to ED for ambulance crews.
- Same Day Emergency Care Services – Providing same day care for patients who would otherwise be admitted to hospital. Under this care model, patients can be rapidly assessed, diagnosed and treated without being admitted to a ward and, if clinically safe to do so, will go home the same day their care is provided. The types of conditions managed through same day emergency care vary, but can include conditions such as deep vein thrombosis, pneumonia and diabetes. As part of this service, a new entrance to A&E will be created for those patients arriving for same day emergency care.
- Relocating the Trauma Assessment Unit – Relocation to a new, permanent, modern space within the Trauma and Orthopaedic Outpatient Unit, complete with new equipment. Patients will be seen quicker, with those referred by their GP being admitted directly to the unit.

11. RUH Membership

We are always actively seeking new members to help us shape the future of the hospital and as a member of the Trust you can influence many aspects of the healthcare we provide.

By becoming a Member, our staff, patients and local community are given the opportunity to influence how the hospital is run and the services that it provides. Membership is completely free and offers three different levels of involvement. Through the Council of Governors, Members are given a greater say in the development of the hospital and can have a direct influence in the development of services. Simply sign up here:

<https://secure.membra.co.uk/RoyalBathApplicationForm/>

12. Senior Management Appointments

The Trust has appointed Toni Lynch as our new Director of Nursing and Midwifery following a recruitment process held on Thursday, 17th December 2020. Toni will take over from Lisa Cheek, who is leaving the organisation for a new role at the Great Western Hospitals NHS Foundation Trust.

Toni has spent the majority of her career in London, working at Barts Health as a Consultant Nurse in the Emergency Department and Head of Nursing before relocating to the South West to become the Deputy Chief Nurse at the Great Western Hospitals NHS Foundation Trust. Returning to London for her current role, Toni joins us from Guy's and St Thomas' NHS Foundation Trust where she is the Deputy Chief Nurse

13. Consultant Appointments

Dr Georgina Beckey was appointed as a Consultant in Medical Microbiology and Virology on 14th December 2020 and is currently working as a Clinical Fellow in North Bristol NHS Trust.

Dr Alex Anstey was appointed as Consultant in Dermatology on 2nd December 2020 and is currently working as a Consultant Dermatologist in Betsi Cadwaladr University Health Board, Bangor, Wales.

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