

Report to:	Public Board of Directors	Agenda item:	7
Date of Meeting:	Wednesday 5 May 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

The Trust finished the year in a breakeven position. The new funding regime of a block allocation being received by the Trust continues for the first half of 2021/22 with the expectation that we will be in a breakeven position. The current expenditure rates present a challenge to achieving this and the focus is on reducing our Covid expenditure, increasing activity within current resources to enable additional funding to be reimbursed through the national elective recovery fund and accelerating our transformation programme.

2. Performance

The Trust's 4 hour performance increased by 7.9% in month to 84.3% and we also saw a reduction in the number of >30 minute and >60 minute Ambulance delays which is one of our breakthrough objectives for the coming year.

The impact of Covid-19 on elective waiting times remain a key concern and teams are focusing on recovery plans across outpatients, diagnostics and surgery pathways. Referral to Treatment within 18 weeks increased slightly in month, with a continuing upward trend since July 2020.

The overall number of patients waiting over 18 weeks has remained static this month but due to the requirement for clinical prioritisation of care, the number of patients waiting over 52 weeks continues to increase.

We have achieved the Cancer 2 week wait target for the second month in a row and diagnostic performance has improved by a further 3% this month, with higher numbers of patients being seen across all modalities.

The Trust continues to see a reduction in the number of Covid admissions as we come out of the most recent Covid surge.

3. Quality

The monthly Quality Report, reviewed at Quality Board, summarises performance against key quality metrics with a focus on the Improving Together patient safety and quality improvement priorities.

In March, following an increase in patient falls, improvement led by the Senior Sister/Charge Nurses, supported by the Quality Improvement Centre is focused on the consistent identification of those at risk of falls and appropriate enhanced observations which is monitored via the Deteriorating Patient Steering Group.

The year-end pressure ulcer report for 2020/21 identified a decrease in the incidence of category two and three pressure ulcers by 31% and 51% respectively; there were no category four pressure ulcers and eighteen wards have not experienced hospital acquired pressure ulcers in the last twelve months. Continued improvement remains a key priority for 2021/22, a plan has been developed by the Tissue Viability Team, nursing teams and informatics, using the Bath Improvement System to reduce the risk harm from pressure ulcers. The Trust continues to be a leader in the field of pressure ulcer prevention and is actively supporting and sharing learning with surrounding organisations.

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Following the Care Quality Commission (CQC) unannounced inspection to the Emergency Department in January 2021, an action plan to address the CQC recommendations has been submitted to the CQC which includes a 'must do' action to have sufficient numbers of suitably qualified, competent and skilled paediatric nurses to provide safe care and treatment at all times. The report also includes six 'should do' actions, which include a requirement to have sufficient senior medical cover at night. The remainder relate to meeting training targets, documentation and improving patient flow. The Trust has instigated the Improving Patient Flow Together Board, chaired by the Chief Operating Officer, to oversee the programme of work to deliver improvements in ambulance offload times and reduce crowding in the Emergency Department.

4. Tribute to Health and Care Workers

On Tuesday 9th March, twelve months on from the very first local case of Covid-19, the organisation joined health and care leaders in Bath and North East Somerset, Swindon and Wiltshire to pay tribute to staff who went the extra mile during the pandemic.

Last March saw thousands of NHS workers across the region, along with their colleagues from local councils, voluntary groups and countless other key organisations, rise up to meet the challenge of coronavirus, with many embodying a war-time spirit of helping out wherever help was needed.

5. Remembering Together Service

Our Spiritual Care team helped to organise a special online Remembering Together service at Bath Abbey on 24th March 2021 for people across Bath and North East Somerset and Wiltshire whose loved ones died during the coronavirus pandemic.

The service was a collaboration between local health care organisations and faith leaders, including Dorothy House Hospice Care, Bath Abbey, SWALLOW Charity and Bath and North East Somerset Council.

6. RUH Researchers Join Important New COVID-19 Study

Our RUH researchers are taking part in an important new study looking at whether booster COVID-19 vaccines could be given at the same time as flu vaccines.

The ComFluCOV vaccine study, which began on 29th March, will look at the side effects and immune response when people receive their COVID-19 booster and flu vaccine at the same appointment. For more information about the study and how to sign up, visit the vaccine trial website: [ComFluCOV vaccine study](#)

7. Farewell and Thank You to Military Personnel

In March, the organisation said thank you and goodbye to military personnel who had been supporting staff for more than a month.

The military men and women provided invaluable help with our response to the second wave of the pandemic, carrying out general duties on wards and units and allowing staff to focus on their primary role of caring for patients.

8. 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.

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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/>

9. All Constituency Governor & Members Meeting

We will be holding an all constituency Governors and Members virtual meeting on Monday, 24th May between 1.00 – 3.00 pm, and would wish to encourage you to attend. It would be a great opportunity to meet your Governors and learn more about some future plans of the hospital and also have the opportunity to ask questions. More details about the meeting will be on our webpage shortly but if you would like to attend please books this via 01225 824963 or 01225 825543.

10. Consultant Appointments

A number of Consultant appointments have been made over the last couple of months, a summary of these are outlined below:

Dr Tania Pawade and Dr Oliver Watkinson were appointed on 18th March 2021 as Consultant’s in Cardiology. Dr Pawade is currently undertaking a Fellowship in Australia whilst Dr Watkinson is working at the Trust as a locum Consultant.

Dr Beas Bhattacharya was appointed on 22nd March 2021 as a Consultant in Diabetes and Endocrinology and is currently a Consultant at Great Western Hospitals NHS Foundation Trust.

Dr Stephen Lyen was appointed as Consultant in Radiology on 1st April 2021. Dr Lyen is currently a Consultant at University Hospitals Bristol and Weston NHS Foundation Trust.

11. Trust Seal

The Trust seal was used on 27th April 2021 to renew the lease of the St Johns car park.