

Report to:	Public Board of Directors	Agenda item:	7
Date of Meeting:	1 September 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 RUH is in a deficit position of £698,000 at the end of July. We continue to focus on reducing expenditure rates to ensure we achieve a breakeven position at the end of first half of the financial year. The underlying deficit has reduced since June when it was £805k. £1.7 million of additional costs have been incurred delivering additional elective activity and these are fully reimbursed.

Financial risks exist within the staffing of the Emergency Department due to high vacancies and an increased use of agency staff across the Trust. There is also a financial risk around the increasing use of high cost drugs which are now costing in excess of the funding we receive for them. The financial pressures are expected to increase further in the second half of the financial year and there is a focus on improving financial sustainability through our transformation programme. The capital programme for 2021/22 has been re-prioritised to manage the risks within the year and enable the replacement of essential medical equipment and work to the estate.

2. Performance

During July, the Trust continued to face significant challenges driven by a growth in COVID cases in the hospital, staffing challenges, and a high number of patients waiting for community support to be discharged. These have collectively led to a 4 hour performance, for July, of 69.6%. This has also played through into lost hours for ambulance handovers with the Trust losing 511 hours during July. As an indication of the pressure COVID is causing on the whole of the NHS, the RUH is currently 10th out of 19 hospitals in the South West for percentage of admissions waiting more than half an hour for ambulance handover. The Trust's work has been focusing on resolving a number of staffing challenges and increasing COVID capacity within the hospital.

In July, the Trust treated 70.2% of patients with Cancer within 62 days of GP referral, which is a slight improvement compared to June (68.4%). The two week performance has also improved to 85.5% of patients seen within target. The Trust has launched a dedicated Cancer Board to help provide oversight and support for its improvement plan.

For elective recovery for July, the Trust reached 85% of pre COVID capacity. In July the national team increased the target for meeting elective recovery from 85% to 95%, therefore the Trust struggled to reach this threshold within Daycase and inpatient activity but did reach the new threshold for outpatients. The Trust is currently working on its plan for the second half of the year.

3. Quality

The ExCEL – Excellent Care @ Every Level Accreditation programme continues to make progress, four wards are in the process of being assessed for Silver accreditation and if successful will result in 11 wards and 1 outpatient area meeting the expected standards. The Gold level standards are being developed and assessments will commence in December.

The Trust has commenced a programme of unannounced inspections based on the Care Quality Commission (CQC) Key Lines of Enquiry, these commenced in August and scheduled to conclude in October. On conclusion, an Improvement Steering Group will oversee the ensuing programme of work.

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The Chief Nurse requested NHS Improvement (NHSI) to undertake an external review of Infection, Prevention and Control practices across the Trust and this took place in August. The Trust has not yet received the NHSI report, however, the learning and recommendations from this review will feature in subsequent reports.

There has been an increase in the number of patients presenting with COVID-19, the Trust has a number of wards which are dedicated to caring for people with COVID-19.

4. Junior Doctor and Foundation Year 1 Quality Improvement Programme Projects

The Chief Executive, Medical Director, Chief Nurse, Patient Safety Lead and Foundation Year 2 Programme Director sat on the Junior Doctor and Foundation Year 1 Quality Improvement Programme projects judging panel on 5th July 2021. The aim of the event was to seek input and fresh eyes into processes and empower junior medical staff to make a change, while introducing them to the methodology of quality improvement right at the start of their careers. The winners were:

- Joint Junior Doctor winners:

Dr Rachael Cross: Improving Delirium Screening in Older Adults

Dr Miranda Stoddart: Improving the Accuracy of Gentamicin Prescribing

- Foundation Year 1 winner:

Dr Alice Raban and Dr Jocelyn Cheuk: A Quality Improvement Project to Improve the Assessment of Patients >75 Admitted Under General Surgery; Focusing on Treatment Escalation and Frailty Scoring

- Poster winner:

Dr Eleanor Boden and Dr Henry Oldershaw: Improving the Induction Process for Junior Doctors with the use of Dr Toolbox

5. Ground Breaking of Dyson Cancer Centre

On 23rd July 2021 the Trust marked the official ground breaking of the Dyson Cancer Centre with a socially distanced event on site for colleagues, stakeholders and partners including Macmillan in the South West and Kier Construction, with associated communications to support this important milestone for this special building. A virtual event was also held for interested parties who wanted to hear the latest news and ask any questions.

6. Six Month Anniversary of Large Vaccination Centre

The Trust celebrated our Large Vaccination Centre's six month anniversary on the 29th July 2021, sharing the good news with our community that in that time we have gone from delivering 250 vaccinations a day to 1,600 and that 130,000 people of all ages were now vaccinated thanks to our team.

7. Antenatal and New-born Screening Service

The organisation has been praised for the standards of its antenatal and newborn screening service. Despite the challenges brought by Covid, during the last 18 months the service met all of Public Health England's service standards, ensuring all appointments took place within set timeframes.

The team provides a range of services, including screening for infectious diseases and fetal anomalies antenatally, tracking of the newborn physical examination and hearing screen for newborns.

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The report praised our staff's dedication to ensuring a high level of service for pregnant women and babies

8. RUH to Feature in new Radio 4 Series

The Trust will take centre stage in a new Radio 4 series looking at the importance of humour, relationships and personal connection in healthcare. The series is presented by the RUH's very own Dr Phil Hammond - doctor, journalist, broadcaster and comedian. Dr Hammond, who works at the RUH with children and adolescents with chronic fatigue syndrome, visited hospitals around the country to meet with staff working at all different levels of the NHS.

Through his conversations, Dr Hammond hears about what makes staff laugh and cry and finds out why they are so proud to work for the NHS. At the end of each of his visits he performs a stand-up show for staff, with the content based on his experiences of those he met at that particular hospital. One show in the four-part series focuses solely on the RUH and its staff and those interviewed ranged from hard-working cleaners to consultants and intensive care staff.

The weekly series begins on 26th August at 6.30pm on Radio 4. The RUH will be featured on 9th September at 6.30pm. If you can't listen live, you will be able to listen back on the BBC Sounds app.

9. 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/>

10. Annual General Meeting and Annual Members Meeting

We will be holding our 2021 Annual General Meeting and Annual Members Meeting on 22nd September 2021, from 2.00 – 4.00 pm. The meeting will include a review of key successes and challenges of 2020/21 financial year. There will also be a formal presentation of the Annual Report and Accounts. It would be a great opportunity to meet the Trust Board of Directors and your Governors and learn more about the hospital and also have the opportunity to ask questions. More details about the meeting is on our website: https://www.ruh.nhs.uk/membership/for_members/agm.asp?menu_id=11

If you would like to join us in the meeting, please register interest by:

- Emailing: ruhmembership@nhs.net; or
- Phoning: 01225 826288 or 01225 821262

11. Senior Management Changes

Claire Radley, Director for People will be leaving the Trust to join Gloucestershire Hospitals NHS Foundation Trust as their Director for People and Organisational Development.

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The recruitment process to appoint Claire's successor will commence shortly.

12. Consultant Appointments

A number of Consultant appointments have been made during July and August, a summary of these are outlined below:

Dr Jon Downing was appointed as a Consultant in Acute Medicine on 8th July 2021. Dr Downing works at the Trust as a Chief Registrar in Acute Medicine and is currently on sabbatical until he takes up his Consultant post in November.

Dr Alison MacInerney and Dr Jonathan Holme were appointed Consultants in Emergency Medicine on 15th July 2021. Dr MacInerney is currently working as a Locum Consultant at the Trust and will take up her new post in August 2022 when she returns from maternity leave. Dr Holme is a Specialty Trainee 6 at the organisation and will take up his Consultant post in February 2022.

Dr Sabrina Fudge and Dr Mohamed Elmustafa Elsayed were appointed as Consultants in Microbiology on 19th July 2021. Dr Fudge will join the Trust in January 2022 as she is currently working at North Bristol NHS Trust as a Specialty Trainee. Dr Elmustafa Elsayed is currently working at University Hospitals Bristol and Weston NHS Foundation Trust as a Locum Consultant and will join the Trust in October 2021.

Dr Philippa Lewis and Dr Lucy Dumas were appointed as Consultants in Clinical Oncology on 5th August 2021. Dr Lewis is currently working at University Hospitals Bristol and Weston NHS Foundation Trust as a Specialty Trainee 7. Dr Dumas will join the Trust from the Royal Marsden NHS Foundation Trust where she is currently working as a Specialty Trainee 6. Both Dr Lewis and Dr Dumas' start dates are to be confirmed.

13. Trust Seal

The Trust seal was used on the following dates during July:

- On the 6th July for the lease of the Lansdown Cricket Club;
- On the 8th July for a deed of variation in respect of the contract for the provision of Pathology Managed Equipment Services;
- On the 16th July for the lease of the shop and café for the League of Friends of the RUH and for a licence for alterations relating to the lease of the shop and café for the League of Friends of the RUH.