

<b>Report to:</b>	<b>Public Board of Directors</b>	<b>Agenda item:</b>	<b>6</b>
<b>Date of Meeting:</b>	<b>12 January 2022</b>		

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

<b>1.</b>	<b>Executive Summary of the Report</b>
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.	

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

<b>3.</b>	<b>Legal / Regulatory Implications</b>
Not applicable	

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

<b>5.</b>	<b>Resources Implications (Financial / staffing)</b>
Not applicable	

<b>6.</b>	<b>Equality and Diversity</b>
Not applicable	

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

<b>8.</b>	<b>Freedom of Information</b>
Private	

## CHIEF EXECUTIVE'S REPORT

### 1. Performance

Since October, the Trust had seen improvements in its 4hr performance and ambulance handover position. During November the 4 hour ED performance was 69.9% and for December 65.1%. The Ambulance handover position had significantly improved with hours lost in October being 495, but in November and December, this improved to 365 and 391 hours respectively.

During November, the Trust was looking after a reduced number of COVID cases, which supported improvements in flow. The number of COVID cases has then grown again during December and January. The hospital, during December had up to four wards dedicated to managing COVID and a significant number of closed beds due to COVID outbreaks. Additionally the Trust continues to have over 120 Non Criteria to Reside patients who are medically fit and waiting for discharge. This in total means the Trust is currently operating on around 50% of its normal bed base.

This has also continued to impact the Trust RTT position with the hospital still being unable to undertake major orthopaedic operating and has started to divert more senior clinical time towards supporting flow through the hospital by reducing elective activity. With the December position still being validated, during November the Trust RTT performance was 66.1%, DM01 performance has remained consistent at 33.6% and Cancer performance has improved with 61.9% treated within 62 days.

### 2. Quality

Three further areas have been assessed and achieved Silver Accreditation for the ExCEL – Excellent Care @ Every Level Accreditation Programme. These are Mary, Robin Smith and Waterhouse wards. The roll out of the programme slowed at the height of the pandemic and it was originally planned that each ward would use continuous improvement methodology to progress from Bronze to Silver and Gold. Given the pace has slowed, each ward will be reassessed after 12 months to ensure they have sustained improvements and standards, if at that time, they are not being assessed for the next level. The indicators for Gold accreditation are currently being co-produced and the first ward is due to be assessed for Gold in April 2022.

The Trust has experienced a rise in the number of patients with COVID-19 and as such, the Trust has taken the very difficult decision to suspend visiting, however there are exceptions to this. The Trust has developed a Patient Liaison Facilitator team to support families to connect with their loved ones whilst they are in hospital, especially if our patients do not have or cannot use a mobile phone. We recognise this is very stressful time for patients and their families, we will review visiting on a regular basis and reinstate it as soon as possible.

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 patient safety and quality improvement priorities. There has been an increase in the number of inpatient falls resulting in moderate to catastrophic harm with 3 falls in October and 6 in November against a target of no more than 2 falls per month. A programme of improvement work is in place for falls including using the enhanced observation tool to identify patients that require extra resource for observation and need to be in the line of sight of nursing staff.

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### **3. Finance**

The RUH is in a deficit position of £2.75 million at the end of November. A breakeven position was achieved for the first half of the financial year and it is expected that all organisations will be in a breakeven position at the end of the financial year. The BSW system is forecasting to achieve breakeven at the end of the financial year and has committed to each organisation also achieving this. The additional funding is through national sources for reducing elective waiting lists and managing Covid-19. Additional costs have been incurred at the RUH due to the relentless high demand on our emergency services, increases in high cost drug usage, escalating numbers of Covid-19 admissions and a significant increase in staff absenteeism. We are currently working with the system to agree how the additional funding will be distributed to each organisation.

### **4. People**

This month has been characterised by increasing levels of absence, the majority of which are Covid-related and include people isolating. In response, we have implemented the changes to the national isolation guidance as quickly as possible to increase the number of staff able to return to work, and have bolstered resourcing to the Staffing Command function who deal with the absence calls, provide advice, manage the staffing aspects of Covid-outbreaks, and give PCR results. We have also created a Redeployment Hub, focused on short term deployment; such as a review of outpatient services and non-clinical capacity to support clinical services, increasing Fit Testing capacity, family liaison to support family and carers unable to visit the hospital and re-introducing training for corporate and other staff to take on the role of cleaners, porters and HCAs.

A Mandatory Vaccination Group is meeting twice weekly to work through all aspects of the staff mandatory vaccination requirement. As the data becomes clearer the extent of the risk is reduced, but a pop-up vaccination hub has been established to make it as easy as possible for staff to receive their first, second and booster doses. National guidance and activity is still being developed and the RUH are fully engaged with this and up-to-date.

### **5. Local Community asked to help ‘Name the Crane’ working on the new Dyson Cancer Centre**

Members of the local community were invited to help name the tower crane which is now onsite at the Trust to help build the new Dyson Cancer Centre. More than 70 people, including staff, patients and members of the public, got in touch with their suggestions. The winning entry will be announced in January.

The arrival of the 40m high crane marks a milestone in progress towards the new Centre, as work starts on constructing the framework for the three storey building. Scheduled to open in Autumn 2023, the Dyson Cancer Centre will provide cancer services for over half a million people in the South West.

### **6. RUH COVID-19 Patients Reflect on Intensive Care Experience**

COVID-19 patients treated in intensive care at the Trust paid tribute to the care they received in a moving video recorded for See It My Way. In the videos three patients, Gary, Caroline and Lee, talk about what they remember from the time they were critically unwell, and what it was like for their loved ones too.

The videos can be viewed via <https://www.youtube.com/watch?v=NU1aqEZdRaM>

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## **7. RUH's Artistic Environment Scoops National Award**

The imaginative use of art and design in creating a therapeutic environment for patients at the Trust was recognised with a national award in November.

The Royal National Hospital for Rheumatic Diseases (RNHRD) and Brownsword Therapies Centre was awarded the 'Best Collaborative Arts Project (Static)' prize at the prestigious Building Better Healthcare Awards 2020. The award is for an arts project that achieves a positive impact on patient and staff experience within a healthcare environment.

## **8. RUH Unveils Mural Celebrating African Women in Healthcare**

In November, a mural celebrating African women was revealed in the hospital's main Atrium.

The artwork is a product of a three-year pioneering research project by the Young Historians Project – a non-profit organisation formed by young people of African and Caribbean descent.

This inspired Heritage Interpreter and Artist, Michele Curtis, to set up a studio on the hospital site to create the painting during October's Black History Month, with assistance from Consultant Artist, Nadia Lloyd.

RUH Transformation Project Manager Olugbemisola Kolade is featured in the mural with other important women from healthcare history:

- Princess Tsehai Selassie who lived at Bath's Fairfield House when her family was in exile from Ethiopia. She used her time in England to train as a children's nurse;
- Bijou Bidwell from Sierra Leone who went on to be a prominent nurse and social justice campaigner after studying nursing at the Bristol Royal Infirmary (BRI);
- Hannah Jawara, from Gambia, who also studied nursing at the BRI before later co-founding a Gambian organisation promoting education for girls.

## **9. Children with diabetes benefitting from new app launched at RUH**

In November, the Trust introduced the MyLife app for children with type 1 diabetes. It calculates the precise dose of insulin needed, taking into account blood glucose measurements and planned food and drink.

To use it, children check their blood sugar in the way they normally do and then add the result into the app. They also add their planned carbohydrate intake, then the app will tell them exactly how much insulin they need to inject.

Around 170 RUH patients aged up to 18 are now using the app, made by diabetes specialists Ypsomed, thanks to work by the Paediatric Diabetes team.

## **10. Bath Racecourse Vaccination Centre Delivers its 200,000th Jab**

On 3<sup>rd</sup> December, staff and volunteers at the COVID-19 vaccination centre at Bath Racecourse celebrated delivering their 200,000th jab.

The centre is staffed by by RUH workers and a team of volunteers who have given up their time to help with the vaccine roll out. Since opening in January 2021, staff at the centre have been working flat out to deal with demand, regularly delivering more than 1,000 jabs a day, many of them potentially life-saving.

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## **11. New Recruits Help to Bolster the RUH Workforce**

In December, a new team of doctors from overseas began work at the Trust. The nine new Medical Support Workers (MSWs), from countries including Nepal, Turkey and Myanmar, will work in departments across the hospital, carrying out a range of essential routine clinical tasks.

All of the Medical Support Workers are medically trained and qualified in other countries but need experience of working in the NHS before they can qualify to work as doctors in the UK.

Each of the MSWs will be closely supervised and will be able to carry out essential clinical tasks, including history taking, cannula insertion and taking blood samples.

## **12. 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/>

## **13. Governors and Members Event**

Following a successful Governors and Members' Virtual Coffee Morning last year, the Council of Governors are planning to hold similar events for each constituency and hope to communicate a schedule with you soon.

## **14. Trust Seal**

The Trust Seal was used on the 20<sup>th</sup> December 2021 for an agreement signed by the RUH, as part of the West of England Pathology Network, with Beckman Coulter (UK) Limited for the provision of laboratory services.