

<b>Report to:</b>	<b>Board of Directors</b>	<b>Agenda item:</b>	<b>7.0</b>
<b>Date of Meeting:</b>	<b>2<sup>nd</sup> November 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>

### 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 of Directors meeting.

Updates included in this report are:

- Overview of current performance, encompassing quality, finance, people and performance;
- Independent Investigation into East Kent Maternity Report
- Update from Management Board Held on 26<sup>th</sup> October 2022;
- Updates regarding areas of recognition, ongoing developments and new initiatives;
  - Staff Deaths
  - NHS Pastoral Care Quality Award
  - Nursing Times Workforce Award
  - Member of the Florence Nightingale Foundation
  - Infection Prevention and Control Works
  - RUH Researching 'Super Rehab' to Improve or Reverse Chronic Illness
  - Breast Cancer Awareness Month
  - Black History Month
  - New Parking Provider Contract
  - Over 10,000 Listens for New Patient Information Podcasts Offering Help with Rheumatic Diseases
  - HCA Takes Starring Role in BBC Healthcare Video
  - Senior Management Changes
- RUH Membership;
- Annual General Meeting;
- 2022 Governor Elections;
- Consultant Appointments;
- Use of Trust Seal;
- Update on Consultant appointments

### 2. Recommendations (Note, Approve, Discuss)

The Board is asked to note the report.

### 3. Legal / Regulatory Implications

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	
<b>9.</b>	<b>Sustainability</b>
Not applicable	
<b>10.</b>	<b>Digital</b>
Not applicable	

## CHIEF EXECUTIVE'S REPORT

### 1. Performance

Operationally, the Trust has struggled with urgent care given the combined impacts of an increase of COVID cases and a knock on impact of getting patients home once they are medically fit. This has led to continued issues offloading ambulances in September and October. The Executive Team and I are completely focussed on maximising the safety of patients within the RUH but also in the community calling ambulances and we are revising our approach given this challenging context. We also declared a Critical Incident in recent weeks in which we urgently requested additional support from the community to get patients home. In November Ward 4, a community hospital ward, will open as a combined system project which will provide valuable capacity for patients not needing acute care.

Regarding elective care, the Trust delivered 10% more activity than it did before COVID in September which is a fantastic effort by all our teams and makes a huge difference to patients. Year to date we are now delivering 6% more elective care than before COVID despite the many challenges we face. Our cancer performance remains strong although rising demand for colorectal cancer pathways is requiring us to ensure we maximise capacity to see these patients promptly.

### 2. Quality

The Care Quality Commission (CQC) carried out an unannounced, targeted inspection of Medical Care on 22<sup>nd</sup> August 2022 due to concerns received by the CQC about the safety and quality of the medicine core service. Following the visit the CQC issued a Letter of Intent, notifying the Trust of possible urgent enforcement action due to serious concerns identified in relation to safeguarding. An action plan was returned to the CQC addressing the areas of note which include:

- i) Rationale for restricting movement through swipe access on ward main entry and exit doors;
- ii) Plans to improve training compliance for safeguarding training including staff understanding of restriction and restraint;
- iii) The CQC also requested evidence of systems or processes to ensure all patients' best interests are assessed and the Trust is compliant with the provisions of the Mental Capacity Act 2005.

The Trust submitted an action plan to the CQC, they have subsequently informed the Trust that they will not pursue enforcement action. The Trust has commenced addressing the areas identified in the report. A full written report will be presented to public Board of Directors when the finalised CQC report is issued to the Trust.

The Nursing and Midwifery team have enhanced their Quality Assurance Framework which provides assurance relating to quality and safety of services from Ward to Board. This framework formalises and standardises the way in which Senior Sister/Charge Nurses, Matrons and Divisional Directors of Nursing have oversight of quality, safety and performance at ward/department level.

The ExCEL – Excellent Care @ Every Level Accreditation Programme is continuing to be rolled out with OPAU achieving Bronze accreditation in October.

### 3. Finance

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The BSW system has set a breakeven financial plan for 2022/23 as required and within this some organisations are planning a deficit and others a surplus. The RUH is planning a deficit of £19.3 million. The actual position at the end of Month 6 was a deficit of £14 million which is £1.4 million worse than planned. The position improved by £800,000 in the month due to additional income associated with an increase in elective work. There is a continuing focus on delivering additional elective capacity to address the elective backlog. The Trust is continuing to experience pressures in pay costs, particularly in emergency care medical and nursing staffing. There is a financial recovery plan in place to ensure these costs pressures are brought back in line with plan. Of the full year savings plan (of £14.8 million), £12.7 million of schemes and opportunities have been identified. The key risks to the delivery of the financial plan are ensuring we maintain elective capacity which require reducing the number of patients with no criteria to reside; managing vacancies and temporary cover of workforce gaps; delivering the savings plan; and managing the impact of inflationary pressures especially in respect of utilities.

**4. People**

With the launch of the Trust’s new vision of ‘You matter’ we have introduced our own on-line discount and Health and Well-being platform, with 1353 activations to date and have held our first Equality Diversity and Inclusion conference aligned to Black History Month, welcoming colleagues from Public Health alongside external speakers.

Staffing levels remain at the heart of the True North objective for 2022-23, to support achieving this we continue with our international recruitment, for which we have received an National Pastoral Care Award. Trac also continues to deliver improvements in recruitment timeframes and the Digital Talent Programme continues to drive wider changes across its six workstreams. The Locum’s Nest pilot has proved successful with over 75% of shifts being filled and a further nine month extension has been commenced.

We are continue to work hard to support staff with increasing costs of living, introducing weekly bank pay and moving the pay-date in response to staff feedback and we are working hard with clinical divisions to support our colleagues as we see increasing sickness absence and turnover. We are using A3 improving together methodology to ensure we can understand and address all the root causes.

**5. Independent Investigation into East Kent Maternity Report**

Background

In February 2020, NHS England and NHS Improvement (NHSE/I) commissioned Dr Bill Kirkup to undertake an independent review into maternity and neonatal services at East Kent Hospitals University NHS Foundation Trust. This followed concerns raised about the quality and outcomes of maternity and neonatal care. Dr Kirkup published his report on 19 October, Reading the signals: Maternity and neonatal services in East Kent – the report of the independent investigation.

Findings

The investigation reviewed 202 cases where the families involved asked to participate and where their care fell within the scope of the investigation.

The investigation found a clear pattern where those responsible for the services often provided clinical care that was suboptimal and led to significant harm, failed to listen to the families involved, and acted in ways which made the experience of families unacceptably and distressingly poor, both as care was given and in the aftermath of injuries and deaths.

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## Investigation Findings

The investigation found that the individual and collective behaviours of those providing the services were visible to senior managers and the trust board in a series of reports throughout the period and lay at the root of the pattern of recurring harm. At any time during this period, these problems could have been acknowledged and tackled effectively and eight clear separate opportunities were identified when that could have happened. The investigation's assessment of the clinical outcomes found that:

- Had care been given to the nationally recognised standards, the outcome could have been different in 97, or 48%, of the 202 cases assessed by the investigation team, and the outcome could have been different in 45 of the 65 baby deaths, or 69% of these cases.

## Accountability

The report states that the issues were systemic throughout the organisation and individual clinicians are not at fault. The report is clear that a series of failings at board level meant opportunities to identify and rectify failures were missed.

## Areas for Action

The investigation did not seek to make multiple detailed recommendations, instead it identifies four broad areas for action, based on its findings with much wider applicability. These are:

1. Monitoring safe performance – finding signals among the noise, therefore focus on:
  - a) Effective monitoring to outcomes
  - b) Meaningful measure
  - c) Data show graphically to identify variation, trends and outliers – this must be national and mandatory
2. Standards of clinical behaviour – technical is not enough
  - a) Compassionate – never lose sight and address if occurs
  - b) Professional behaviour and compassionate care must be embedded into professional development
  - c) Reasonable and proportion sanctions to address poor behaviour
  - d) Listening to patients must be re-established
3. Flawed team working – pulling together in different directions
  - a) A strong basis of team working in maternity and neonatal care with common goals and shared understanding
  - b) National guidance of different care pathways
  - c) Teams to train together
  - d) Evaluate the changed patterns of working and training for junior doctors
4. Organisational behaviour – look for good while doing badly
  - a) Balance of incentives for organisations need to be changed. There is a need for openness, honesty, disclose and learning
  - b) Legislation to oblige public bodies and officials to make all their dealings with families honest and open
  - c) Review the regulatory approach to failing organisations

In making its recommendations, the report is clear that the first step in the process of restoration is for all concerned to accept the reality of what has happened and the damage caused to families. Therefore, recommendation 5 states the Trust must accept the reality of the findings, acknowledge the unnecessary harm that has been caused and embark of a restorative process addressing the problems identified in partnership with families and the public.

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RUH are undertaking a benchmark assessment against these recommendations which will be presented to Board of Directors in December 2022.

## **6. Update from Management Board Held on 26<sup>th</sup> October 2022**

This was the first meeting of the new, streamlined Management Board, which has now been renamed the Trust Management Executive. The Chief Executive provided a detailed summary from the recent NHSE CEOs meeting, highlighting the Centre's perspective and advice in respect of current challenges. There was also an update on the progress of the Outline Business Case for the work on the Sulis Hospital site. The main focus of the meeting, however, were a detailed discussion about the Finance Strategy and the steps that need to be taken to set the Trust onto a more sustainable financial footing, and to help inform the subsequent Board session. The other key item was a workshop session on the causes and impacts on the hospital of current operational pressures, particularly in relation to ambulance handover delays and flow through the hospital. An improvement event is to be held in the coming days, involving all key internal and external partners, to identify and implement urgent actions to address the issues.

## **7. Staff Deaths**

I am very sad to let you know that two of our Registered Nurses sadly died this month. I would like to extend my sincere condolences to their family, friends and work colleagues. Both staff members were cared for at RUH and I'd like to thank staff from William Budd ward, the Palliative Care team and the Spiritual Centre for the compassionate care given to their colleagues. Both colleagues were exceptional nurses who touched the lives of so many, both of them leave an amazing legacy of care and compassion behind them.

## **8. NHS Pastoral Care Quality Award**

I am delighted to inform you that RUH has been awarded the NHS Pastoral Care Quality Award by NHS England/Improvement. The awarded is bestowed to Trusts who deliver high standards of pastoral support to international nurses which includes prioritising the wellbeing of internationally educated Nurses and Midwives, ensuring they have tailored support during recruitment and beyond. I am so pleased that we now have over 400 International Nurses and that over 97% remain at the RUH, many of whom are progressing their nursing careers. I'd like to thank the entire team for their excellent work.

## **9. Nursing Times Workforce Award**

The RUH has been nominated and shortlisted for the Nursing Times Workforce Award in the category of Best Employer for Diversity and Inclusion for the project 'Connecting Cultures'. The winners will be announced on the 22<sup>nd</sup> November 2022.

## **10. Member of the Florence Nightingale Foundation**

I'm pleased to advise that RUH has now become a member of the Florence Nightingale Foundation. This entitles Nursing and Midwives, including students to access leadership and development courses and provides opportunities to join networks to influence with wider Nursing and Midwifery agenda.

## **11. Infection Prevention and Control Works**

We are committed to improving our Estate, as such, work has commenced to create 23 new en suite facilities across 4 of our wards which will enable us to isolate patients with infection more effectively whilst making it much more comfortable for patients. The work is scheduled to be completed by March 2023.

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## **12. RUH Researching ‘Super Rehab’ to Improve or Reverse Chronic Illness**

This September the Cardiovascular research team at the Trust shared an update on how an innovative lifestyle intervention, called Super Rehab, could become an effective new treatment option to save lives and reduce hospital procedures, while also cutting costs to the NHS.

Super Rehab is all about testing the impact of a high-level, well-resourced one-to-one support programme for patients with heart disease. It offers more than just advice, providing a tailored diet and exercise programme personalised to the individual with support to make sure the changes are practical and can become part of a daily routine. Super Rehab is being offered to patients earlier in the evolution of their forms of heart disease than other rehab programmes, aiming to halt its progression, help patients feel better, and potentially even reverse the disease process and turn the clock back.

Working in partnership with the University of Bath, and with support from RUHX, the hospital's charity, RUH experts have already seen that this approach can be life-changing. If a CT scan shows that a patient is at risk of developing cardiovascular disease, or at risk of a heart attack, they will be offered the chance to join the Super Rehab programme. The research is starting with two studies, one for coronary heart disease and one for atrial fibrillation, involving just under 100 patients across both studies. Patients are offered Super Rehab in addition to standard treatments, and the research team are collaborating with researchers at the University of Oxford to track the impact using the very latest heart imaging techniques and industry partners for heart rhythm monitoring, alongside blood tests and fitness tests.

## **13. Breast Cancer Awareness Month**

Jessica Parsons, 36 and a mum of two, has been cared for at the Trust since being diagnosed with cancer in June. After finding a lump when breastfeeding her daughter, she was diagnosed with metaplastic squamous cell carcinoma, a rare type of breast cancer accounting for less than 2% of breast cancers. As Jessica comes to the end of six rounds of chemotherapy during October's Breast Cancer Awareness Month, she is working with the RUH to spread the message that it is important to check your breasts no matter what your age. Jessica has been sharing her experience and encouraging others to check themselves regularly, and has been interviewed by local radio and featured in local and national press.

## **14. Black History Month**

Throughout October the Trust is celebrating Black History Month. This year's theme is 'Actions not words'. In line with our vision, we are committed to making sure that every member of our staff and all of our patients and visitors feel as though they matter from the minute they come into contact with us.

However, we acknowledge we are not always getting this right. Our evidence shows that where this is definitely the case is the experience of our ethnically diverse colleagues, who are more likely to experience bullying and harassment by patients and families as well as other staff members and more likely to experience discrimination by their line manager than that of a white team member. We are committed to the RUH becoming a more inclusive place to work and seek treatment and believe race equality is an essential part of delivering great care.

Progress in this area includes work to develop a race equality programme, introducing positive action recruitment programmes and development programmes and a development

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of a zero tolerance policy. We held our first ever Black History Month conference on 19<sup>th</sup> October 2022 where we were joined by speakers including Yvonne Coghill, Director – WRES Implementation in NHS England, and as a Trust we committed to actions for change.

**15. New Parking Provider Contract**

As part of the hospital's new contract with Saba UK, in October all current pay stations have been replaced with new, easier to use payment machines, and more payment options are available. New barriers have been introduced to the main patient and visitor car park to improve traffic flow and give people the option to pay before they leave. Automatic Number Plate Recognition (ANPR) cameras log the time a vehicle has entered the car park and on leaving, all visitors need to do is enter their car registration number into a payment machine to find out how much they need to pay.

Parking for blue badge holders will remain free of charge and free parking will remain in place for those patient groups who need to make frequent visits to the RUH. There have been some changes to parking charges, the first in ten years. Money raised will be used to cover the cost of the car parking contract as well as maintenance, lighting and staffing costs. The model is not designed to raise profit but any additional money that is raised will go back to the RUH.

**16. Over 10,000 Listens for New Patient Information Podcasts Offering Help with Rheumatic Diseases**

In October Bath Institute for Rheumatic Diseases (BIRD) celebrated over 10,000 listens of its Podcast Library which provides information to patients, families and carers on advances in treatments, therapies and how to live well with the symptoms of different rheumatic diseases. Thirty-six podcasts have been produced since 2020 on individual rheumatic diseases such as Lupus, Osteoarthritis, Rheumatoid Arthritis and Osteoporosis as well as podcasts on Self-Management and wellbeing. Each one features experts in the field of rheumatology from the Royal National Hospital for Rheumatic Diseases (RNHRD), part of the RUH. The aim of the podcasts is to provide patients with a better understanding of their condition, the medications or treatments available and to improve patient knowledge and confidence. Speakers range from Consultants, Specialist Nurses and Physiotherapists to patients sharing their own experiences.

**17. HCA Takes Starring Role in BBC Healthcare Video**

Healthcare Assistant and Apprentice Nurse Becky Chapman gave up her time to film with the BBC Bitesize website and the Open University for a special feature about jobs in healthcare. The film was shared by the BBC in September – in the video Becky talks about her experience of working as an HCA as well as her work on a local farm where she has her own sheep and a horse. Becky's video is available to watch here <https://bbc.in/3Qcqtax>

**18. Senior Management Changes**

Andrew Hollowood has been appointed at the Trust's new Chief Medical Officer following an interview process held on the 5<sup>th</sup> and 6<sup>th</sup> September 2022.

Andrew was appointed as a Consultant Oesophagogastric cancer surgeon to University Hospitals Bristol and Weston (UHBW) NHS Foundation Trust in 2006, having trained in the South West and completed his training in Japan. He has over twenty years' experience of working in the NHS and has undertaken many leadership roles.

Andrew recently held the position of Deputy Medical Director of UHBW and is currently the Site Medical Director in Weston. Andrew brings with him a wealth of experience in the

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delivery of major change and has been responsible for the design of the new model of working for Weston General Hospital.

Andrew starts at the RUH in mid-November. In the interim period, Professor Richard Graham, Deputy Medical Director will act into the role.

## **19. 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/>

## **20. Annual General Meeting**

Our 2022 Annual General Meeting combined with Annual Members Meeting took place on Thursday 29<sup>th</sup> September 15:00 – 17:00. The meeting was broadcast live online via Microsoft Teams as the original meeting was postponed following the death of Her late Majesty Queen Elizabeth II. The key successes and challenges of the year 2021/22 were reviewed and the Annual Report and Accounts were formally presented. In addition, the Lead Governor presented the proposed changes to the Trust's Constitution which were approved by Members.

A recording of the meeting is available to view on the Trust website (<https://www.ruh.nhs.uk/about/AGM/index.asp>), alongside the following materials:

- Meeting Presentation slides
- Year in Review 2021/22
- Council of Governors Annual Report 2021/22
- Corporate Report & Accounts 2021/22

A total of 9 questions were asked by the public during the question and answer session, all of which were answered live by the Board of Directors. These can be viewed in the recording.

## **21. Governor Elections 2022**

Voting commenced on 22<sup>nd</sup> September to elect new Governors for the hospital. All eligible members were sent ballot papers to their home addresses and email address respectively. Everyone was encouraged to use this opportunity to vote for the candidate who would best represent the member's views.

Voting closed at 5pm on Monday 17<sup>th</sup> October 2022 and the results were announced on Tuesday 18<sup>th</sup> October 2022. Look out for a "Meet the Candidates" special article in our winter edition of the Insight magazine which is due to be sent to members in late November/ early December.

Following the close of the elections on Monday 17<sup>th</sup> October, the following candidates have been elected to join the Trust's Council of Governors:

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- Nicola James, City of Bath
- Vivienne Harpwood, City of Bath
- Anna Beria, North East Somerset
- Anne Martin, Somerset (re-elected)
- Diana Benham, South Wiltshire
- Narinder Tegally, Staff (re-elected)
- Beas Bhattacharya, Staff

North Wiltshire and Rest of England and Wales constituencies were uncontested and the following candidate was elected unopposed:

- Ramal Royal, Rest of England and Wales

The candidate for the North Wiltshire constituency withdrew from the process for personal reasons. As a result, we will be running a by-election shortly to fill this vacancy.

The full election report is available to read on the Trust's website.

## 22. Consultant Appointments

The following Consultant appointments have been made since the last report to Board:

- Dr Ovishek Roy was appointed as a Consultant in Gastroenterology on 31<sup>st</sup> August 2022. Dr Roy currently works at Royal Devon & Exeter NHS Foundation Trust as a Consultant;
- Dr Joseph Keighley was appointed as a Consultant in Radiology on 12<sup>th</sup> September 2022. Dr Keighley currently works as University Hospitals Sussex NHS Foundation Trust as a Radiology Registrar;
- Dr Laura Rich was appointed as a Consultant in Diabetes on 20<sup>th</sup> September 2022. Dr Rich is already working at the Trust as a Locum Consultant;
- Dr Samantha Hayward was appointed as a Consultant in Obstetrics & Gynaecology on 3<sup>rd</sup> October 2022. Dr Hayward is currently working at Salisbury NHS Foundation Trust in the same role;
- Dr Edoardo Ricciardi and Dr Matthew Doe were appointed as a Consultants in Upper Gastro-Intestinal & Emergency Surgery on 20<sup>th</sup> October 2022. Dr Edoardo Ricciardi is currently working at the RUH as a locum in this role. Dr Doe is working at University Hospitals Bristol and Weston NHS Foundation Trust as a Specialty Training Year 8 in Upper GI Surgical Registrar ST8;
- Dr Daniel White and Dr Deirde Nally were appointed as Consultants in Colorectal Surgery on 20<sup>th</sup> October 2022. Dr White is works at University Hospitals Sussex NHS Foundation Trust as a Royal College of Surgeons Colorectal Fellow and Dr Nally at Oxford University Hospitals NHS Foundation Trust as a Senior Clinical Fellow.

## 23. Trust Seal

The Trust Seal was used on the following dates:

- On 27<sup>th</sup> September 2022 in relation to the construction of a 3<sup>rd</sup> ultrasound room in the Breast Care Department at the RUH;
- On 30<sup>th</sup> September 2022 in relation to the sealing of the shareholder agreement between the RUH and Sulis Hospital Bath Ltd.

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