

<b>Report to:</b>	<b>Board of Directors</b>	<b>Agenda item:</b>	<b>9</b>
<b>Date of Meeting:</b>	<b>1<sup>st</sup> March 2023</b>		

<b>Title of Report:</b>	<b>Chief Executive &amp; Chair's Report</b>
<b>Status:</b>	<b>For Information</b>
<b>Board Sponsor:</b>	<b>Cara Charles-Barks, Chief Executive &amp; Alison Ryan, Chair</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
- Strike Action
- Update from Trust Management Executive held on 25th January and 22nd February 2023
- Updates regarding areas of recognition, ongoing developments and new initiatives;
  - ExCEL Accreditation Programme
  - Maternity Incentive Scheme
  - Student Nursing Times Awards
  - New Radiotherapy Late Effects Service Launched
  - Maternity Care Praised by Families
  - Devizes Health Centre
  - Women Urged to Take up Lifesaving Cervical Screening Test
  - Dyson Cancer Centre on Track to Open in Late 2023
  - Accreditation for Cardiology
  - Walk of Life Fundraiser Returns
  - Race Equality Week
- Governor Elections
- Consultant Appointments
- Use of Trust Seal
- Chair's Update

### 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.

<b>5.</b>	<b>Resources Implications (Financial / staffing)</b>
Not applicable	
<b>6.</b>	<b>Equality and Diversity</b>
Nothing to note	
<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 AND CHAIR'S REPORT

### 1. Performance

Within January we saw a return to improved performance across the reported metrics. The severe pressure felt nationally and locally during December decreased during January with reductions in COVID and Flu cases helping to support better flow through the hospital.

- The Trust lost a total of 1,756 hours in ambulance handovers. This is significant improvement on the December performance.
- RUH 4 hour performance during January was 65.5%, which is a 5% improvement on December and the strongest performance for the last 6 months
- The Trust had an average of 141.6 patients waiting who had no criteria to reside which is broadly the same as in December. The Trust has led a programme of work to reduce the length of time it is taking for patients to be discharged within BaNES over recent months with delays coming down from 17 days to 7.
- Cancer 62 day performance in December improved to 68%. The Trust continues to remain one of the strongest performers within the South West Region.
- During December the Trust reported zero patients waiting over 104 weeks and an improved number of patients waiting over 78 weeks with it further falling to 146.
- The Trust delivered 106% of costed activity against the ERF target in month. This means performance YTD is currently at 106% against the national target of 104%. This figure excludes Sulis activity which is reported separately.

It is important to highlight that during February and March there have and will continue to be national strikes. These strikes will have an impact on the organisations operational performance. Additionally the Trust is currently also responding to a recent norovirus outbreak that has limited some flow during February.

### 2. Finance

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. In order to manage the cash impact of this, money is being moved between organisations in the system on a non-recurrent basis which will also ensure each organisation has a balanced plan.

The RUH is planning a deficit of £19.3 million prior to this income movement and the actual position at the end of Month 10 was a deficit of £21.0 million, which is £3.9 million worse than planned. 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. The RUH is managing a number of risks within the financial plan that relate to an increase demand on emergency services and a continued high number of patients in the hospital with no criteria to reside, which reduces the available bed base for emergency admissions. Further costs have been spent to maintain the safety of the site over winter and non-recurrent funding has been confirmed to cover these costs. There is a financial recovery plan in place to ensure these costs pressures are brought back in line with plan and this is reducing the expenditure rates across both pay and non-pay costs. Of the full year savings plan (of £14.8 million), £14.8 million of schemes and opportunities have been identified. The key

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risks to the delivery of the financial plan are ensuring we maintain elective capacity; managing the impact of increased operational pressures due to the volume of emergency work being undertaken; delivering the savings plan; and managing the impact of inflationary pressures especially in respect of utilities. The financial plan is expected to deliver with the implementation of the recovery plan and the identification of mitigations for £2.0 million of outstanding financial risks.

### **3. People**

The Trust has the lowest sickness absence across the South West and the vacancy rate has decreased to 2.48%, the lowest it has ever been. We continue to see the benefits of the recruitment transformation project with all key performance indicators moving in a positive direction. The national benchmarking results of the 2022 Staff Survey will be presented at the April Board meeting. A programme of work around Equality, Diversity and Inclusion is about to commence with Excellence in Action and details will be presented to a future meeting.

Nominations are open for our annual staff awards with lots of new categories to recognise and celebrate more people than ever before including a Lifetime Achievement Award, a Wellbeing at Work Award, a Working with our Community Award and many more.

### **4. Industrial Action**

The Royal College of Nursing have paused the proposed industrial action that was scheduled to be undertaken from 1<sup>st</sup> March to the morning of 3<sup>rd</sup> March, the Trust awaits further notification from the Royal College of Nursing.

The British Medical Association have balloted their junior doctor membership and have confirmed they will take industrial action with a 72 hour full walk out in March. Whilst the Trust awaits confirmation of the dates, the Chief Medical Officer, Chief Operating Officer, Chief Nurse and Director for People and Culture are putting plans in place to respond, however it is acknowledged that services are likely to be impacted by this scale of industrial action.

### **5. Update from Trust Management Executive held on 25<sup>th</sup> January and 22<sup>nd</sup> February 2023**

At the meeting held on 25th January, the Trust Management Executive spent the majority of the meeting reviewing and discussing current operational pressures facing the Trust. There were detailed discussions about the Finance Recovery Plans for 2022/23. The Director of Finance shared with us the draft budgets for 2023/24 and we spent some time talking through plans for reducing spend in 2023/24.

At our meeting in February, again the main focus of our discussions were our finances for 2023/24. Rhiannon Hills, our Deputy Chief Operating Officer provided us with an update on the “BaNES Home is Best Transformation Programme”. The Home is Best Transformation Programme is underway in the Bath and North East Somerset (BaNES) locality. It is a collaborative programme supported by BaNES Council, HCRG Care Group, Voluntary Organisations, BaNES Integrated Care Board and the RUH. The overarching aim is to reduce the number of patients in hospital which no criteria to reside (NcTR).

### **6. ExCEL Accreditation Programme**

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The ExCEL Accreditation Programme – Excellent Care @ Every Level Accreditation Programme, which assesses the quality and safety of services at a ward level in line with CQC requirements, is continuing to be rolled out. Vascular Studies achieved Silver Accreditation in January 2023.

## 7. Maternity Incentive Scheme

As detailed in the Maternity Quarterly Report, we are delighted to have achieved the 10 Safety Actions described as part of the Maternity Incentive Scheme. This is testament to the hard work by the Maternity and Obstetric team and this signifies an important step on our improvement journey across maternity services.

## 8. Student Nursing Times Awards

The Trust has been shortlisted in the Student Nursing Times Awards 2023 for the student nurse placement of the year: hospital. We are delighted to have been shortlisted, and members of the nursing team will attend the awards ceremony in April.

## 9. New Radiotherapy Late Effects Service Launched

In January we celebrated the launch of the new Radiotherapy Late Effects service, a joint initiative with Macmillan Cancer Support. The service offers help for patients who are experiencing long-term side-effects or complications of radiotherapy. A patient shared his personal story about how his life has been transformed thanks to this support. Patients can self-refer or be referred by a healthcare professional such as their GP.

## 10. Maternity Care Praised by Families

We are really proud that the Care Quality Commission's National Maternity Survey 2022 showed the RUH as scoring better than others in a number of aspects. These include whether parents feel they are treated with dignity and respect during antenatal care, whether enough information was provided to help parents decide where to have their baby and whether they felt involved in decisions about antenatal and postal natal care. There were no aspects where the RUH scored worse than others.

## 11. Devizes Health Centre

Early January saw the new integrated health centre open in Devizes, hosting a number of RUH outpatient clinics. The new build is one of the region's first integrated care centres and a number of health and care providers are sharing the space with us, including Avon and Wiltshire Mental Health Partnership NHS Trust (AWP), Wiltshire Health and Care and four of the local GP services. The centre is leading the field in sustainable design, as one of a small number of 'Net Zero' health facilities across England. The site will have an energy EPC rating of A+, and will utilise green technology, such as heat pumps and solar panels, to generate electricity and heat to serve the building.

## 12. Women Urged to Take up Lifesaving Cervical Screening Test

The RUH led a campaign during Cervical Cancer Week calling on people to come forward for routine tests. Patient Nyssa Edwards, from Pilton in Somerset, was at the heart of our campaign, sharing her personal experience of being diagnosed with cancer after routine screening, despite having no symptoms. Nyssa happily is now recovered, and praised the care she received at the RUH.

### 13. Dyson Cancer Centre on Track to Open in Late 2023

In January we shared a behind the scenes video from the Dyson Cancer Centre construction site, as work is ongoing to complete the interior structure. The project is on track to open for patients in autumn 2023, and the next milestone will be this summer when the finished building is handed over to the RUH ready for fitting out.

### 14. Accreditation for Cardiology

Our Cardiology team has been awarded full departmental accreditation by the British Society of Echocardiography (BSE) in recognition of the team's high standards of echocardiography and training. The assessors were extremely impressed with the culture and ethos of the team and praised the team's level of training and commitment to training plans. BSE departmental accreditation is a recognised benchmark of quality and demonstrates that an echo department meets certain quality standards.

### 15. Walk of Life Fundraiser Returns

RUH charity RUHX announced the return of its flagship event Walk of Life, coming up in May. This is the 18<sup>th</sup> year the event has been held, and this year sees the addition of the Walk of Fun – an accessible 1km option for children, parents and adults. Walkers can choose specifically which area of the hospital to fundraise for if they wish, and many of our staff join our community for the event.

### 16. Race Equality Week

In February's Race Equality Week we encouraged the people we work with to join the five day challenge - five thought-provoking exercises that each take five minutes, creating a chance to reflect, understand personal bias and recognise how to make change for the better. We are committed to making improvements for people from ethnic minorities, including our staff and the people we care for.

### 17. Governor Elections

The Trust's by-election for our North Wiltshire constituency opened on Monday, 13<sup>th</sup> February and the nomination period will remain open until 28<sup>th</sup> February 2023. The role of a governor is vital in ensuring that the Trust delivers services that meet the needs of patients, carers, staff and local stakeholders, and that the views of local people are heard and fed back to the Board of Directors. If you are interested in finding out more about the role of a Governor and how to put yourself forward for election, please contact the Membership Office via [ruhmembership@nhs.net](mailto:ruhmembership@nhs.net).

Voting opens on Monday, 20<sup>th</sup> March and runs until Tuesday, 11<sup>th</sup> April.

### 18. Consultant Appointments

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

- Dr Alan Cordey was appointed as a Consultant in Microbiology on 5<sup>th</sup> January 2023. Dr Cordey currently works at Public Health Wales as a Medical Microbiology Registrar and will start join the Trust in April 2023;
- Dr Louise Wade was appointed as a Consultant in Clinical Oncology on 17<sup>th</sup> January 2023. Dr Wade currently works at Musgrove Park Hospital as a Specialist Trainee in Clinical Oncology

**19. Use of Trust Seal**

The Trust Seal was used on the 21<sup>st</sup> February 2023 in relation to the sealing of a lease of part of Devizes Integrated Care Centre.

**20. Chair's Update**

In the last two months I have overseen a lot of recruitment, of new consultants, a Managing Director for Wiltshire Health and Care and Non-Executive Directors for the RUH. All were successfully concluded with, I believe excellent appointments all round. In addition, within the BSW system we have been focussing on finance and governance issues. Within our area I have worked closely with BaNES council and the universities on utilising our role as an anchor organisation to improve economic, environmental and physical health of the citizens we serve.

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