

Report to:	Public Board of Directors	Agenda item:	9
Date of Meeting:	1 May 2024		

Title of Report:	Chief Executive & Chair's Report
Status:	For Information
Board Sponsor:	Cara Charles-Barks, Chief Executive & Alison Ryan, Chair
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 of Directors meeting.

Updates included in this report are:

- Overview of current performance, encompassing finance, people and performance
- Finance
- People
- RUH Reduces Carbon Footprint by Switching Nitrous Oxide Delivery
- RUH in the top 20 best NHS Hospitals to work for in the country
- RUH granted planning permission to build the Sulis Elective Orthopaedic Centre
- Royal National Hospital for Rheumatic Diseases (RNHRD) recognised as a Centre of Excellence for treating Paget's disease
- RUH Maternity Services retain outstanding rating from the CQC
- Unannounced CQC inspection of the Surgical Division
- Outpatient Improvement Programme team shortlisted for HSJ Digital Award
- RUH opens refurbished Cath Lab for Cardiology patients
- RUH celebrates £21.6m grant for energy efficiency projects
- New Dyson Cancer Centre at the RUH welcomes first patients
- ICU Improvement Works
- Lansdown Restaurant Refurbishment
- RUH Membership
- Consultant Appointments
- Chairs 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.

5.	Resources Implications (Financial / staffing)
Not applicable	
6.	Equality and Diversity
Nothing to note	
7.	References to previous reports
The Chief Executive submits a report to every Board of Directors meeting.	
8.	Freedom of Information
Private	
9.	Sustainability
Not applicable	
10.	Digital
Not applicable	

CHIEF EXECUTIVE AND CHAIR'S REPORT

1. Performance

Elective Recovery for March showed another positive position with value of activity against 19/20 of 111% and against 23/24 plan of 106%. The positive financial position was reflected in our activity figures with 109% of 19/20 and 102% of 23/24 plan. ENT income increased by £85k compared to £32k over last month; this is driven by case mix change (including inpatients) and a higher volume of outpatient attendance. Gastroenterology increased slightly on income earned with the total rising by £83k to £235k in month. Oncology was driving the small increase in month, with income up £15k from February.

In February, 62 Day performance was 67.6%. Urology recorded the most breaches, the majority of whom were patients with prostate cancer. Breaches were due to a combination of longer waiting times for MRI, biopsy and surgery. The December/January junior doctor strike also led to delays in first diagnostics for some patients. Colorectal remained the specialty with the most challenged performance with breaches due to outpatient and diagnostic waiting times as well as for Oncology appointments. Skin performance was impacted by delays to excisions and an increased number of patients undergoing biopsies before primary treatment, leading to extended pathways. The 62 day backlog position recovered during February and March, ensuring the Trust overachieved against the end of year fair shares target.

RUH 4-hour performance in March was 69.8% (mapped) and 62.2% on the RUH footprint (unmapped). This is an improved position from February, however did not meet the revised H2 trajectory submitted to NHS England of 76.0% for March. Attendances during March increased further than the previous month to 9,246 (February 7961 and March 2023, 7830), which was above the upper control limit and the highest number of attendances the RUH has seen in one month.

There had been an increase in ambulance conveyed patients (2,392) compared to previous months (February 2,082 and January 2,309). Urgent Care saw an improved 4-hour performance in March, achieving 80.2%, however Majors saw a small reduction compared to the previous month. The Urgent and Emergency Care improvement plan will be refreshed in April 2024 in line with the national operating guidance to achieve 78% performance. Improvements in month include - senior operational and nursing staff linking with the site team in place 08:00 – 22:00 to drive performance and planning at 2 hours from patients' arrival, including UTC performance improvement to 80% (ambition to sustain 85%), non-admitted performance improvement with clinical specialty response as part of the Trust-wide response and clinical division review of breach analysis to direct improvement focus.

2. Finance

The NHS is required to achieve an in-year break even position for the 23/24 financial year. At the end of October, we were forecasting a year end run rate deficit of c.£20m. To improve this position a recovery programme of £11m was devised requiring a significant amount of work to be undertaken in reducing expenditure with the aim of achieving a breakeven position. The recovery programme encompassed initiatives such as reduced temporary staffing usage, reduced head count, additional elective activity and controlled spending on goods and services. This enabled the RUH to turnaround its financial position and deliver against its -£3.5m deficit financial control total, whilst supporting the system to

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deliver an NHSE agreed -£17.9m control total. In achieving this position, the RUH delivered £23.5m in Quality, Innovation, Productivity & Prevention - QIPP efficiencies.

3. People

Throughout the past few months the Trust have worked incredibly hard to plan for the next financial year which is now underway. As previously described a great deal of emphasis has been placed on planning our workforce for the 2024/25 financial year. We now have submitted a refined 2024/25 workforce plan that underpins our new approach; integrating finance, activity and performance plans.

Our managers within the Trust have been continuously involved with our workforce planning approach this year, ensuring they have the best support for their areas.

The plans for this financial year continue with the cost effective use of resources through RUH Staffing Solutions (our Bank), including limited reliance on Agency Workers. On occasions when we need to use an agency worker, we'll adopt best practice utilising framework suppliers demonstrating compliance with clear exit plans to minimise spend.

As the Workforce Plans are finalised, we will be communicating them out everyone, to build understanding of how the workforce planning process can enable teams to make the best possible use of resources.

Underpinning everything we do is our People Plan. As a portfolio of work, the People Plan has been captured in eleven programmes, spanning a three-to-five-year period, with associated projects. Each programme and associated projects has been defined and was approved by the People Committee in March 2024.

Here are some highlights from our programmes that enable delivery of the People Plan:

People Plan Programme 1 – Foundations

We are currently developing the People Hub, which is our 'one stop shop' in the People Directorate for managing HR and medical workforce queries. The team has started work on a set of new manager guidance for the main HR policies. The first guidance to be published will be later this month (April 2024) for Supporting Attendance. The HALO case management system has been procured and we are planning scope and implementation. A Service Directory is also being developed to explain to staff and managers what support they can expect from the People Hub.

In January 2024, the onsite nursery reopened. Work is also ongoing to re-open the staff gym. Getting pay right: Team structure, new processes and training with the Recruitment Team completed, to improve getting pay right for new joiners. The next stage is working on improvements for leavers and existing staff.

Nutrition & hydration: A new hydration station has opened in the Atrium and the Lansdown refurbishment was completed in April 2024. Rest & break areas: Staff break areas on Forrester Brown and Helena have been refurbished with the rest area on Waterhouse ward nearing completion.

People Plan Programme 4- Diverse and Inclusive

The 2023 Staff Survey results showed a very slight improvement in our scores on 'inclusivity' (but not enough to be statistically significant). The Trust also launched its Anti-Racist statement in March 2024. Work is underway to undertake targeted team

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development interventions (in collaboration with HR) to address identified issues, including Emergency Medicine. The planned introduction of Report and Support in May 2024, to be linked with RUH People Hub – will allow better and swifter support to areas most affected by discrimination.

People Plan Programme 7 – Leadership

A work plan went to the March 2024 People Committee bringing together the currently disparate leadership development offers (amongst other things) clearly defined leadership cohorts; leadership development programmes for each cohort; enhanced visibility of external leadership programmes; and profession specific pathway models for leadership development.

Despite gradual progress and continued promotion with improved technology (Learn Together), we have been unable to achieve the required 90% appraisal uptake. A session is planned for April 2024 to engage wider stakeholders and understand the root cause of low appraisal uptake.

People Plan Programme 8 – Workforce Planning

To complement the workforce plan described earlier, an improvement tool called the Calderdale Framework is being implemented. This Framework is an evidence based workforce transformation tool which can be used to rapidly identify skill sets required by services and their populations. Training dates are in place at the RUH for April and May 2024.

People Plan Programme 9 – Talent Acquisition

This quarter we'll also be launching our employer value proposition to showcase all that the RUH has to offer to current, potential and future employees supporting attraction, engagement and retention.

A central Vacancy Control and Agency Reduction Panel continues to support having the right people, in the right posts against our workforce plans. The new controls and scrutiny are a fundamental element of the financial recovery plans.

People Plan Programme 10 – Temporary Staffing

The Agency Reduction plan continues to support the Trust to be within or below our internal target position. The work supports managers to develop exit plans for agency workers by recruiting substantively, if required or moving high cost workers onto the Bank, moving to framework suppliers to secure price caps which all supports financial savings and increased compliance.

The South West Regional Agency Rate card for nursing is going live in April 2024 with a further planned stepped reduction in July to reach NHS price cap. A Bank rate review is also underway to ensure we operate a fair and transparent approach to our rates which demonstrates value for money and competitive within labour market.

We enter the new financial year with excitement and enthusiasm in delivering the People Plan and ensuring it continues to support the vision of being one of the top three Trusts that staff recommend as a place to work.

4. RUH Reduces Carbon Footprint by Switching Nitrous Oxide Delivery

The RUH has reduced 2% carbon emissions by a simple switch to using portable gas canisters reducing our N2O usage from 2million litres to 13,500 litres a year. The staff led

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project has made a huge contribution to the Trust's ambitious sustainability targets by decommissioning its entire nitrous oxide manifold which is the system that delivers the gas to the pipelines around the hospital.

5. RUH in the top 20 best NHS Hospitals to work for in the country

In the latest NHS Staff Survey, colleagues have rated the RUH as one of the best hospitals to work for in the whole of England and top three in the South West. Nearly 2,500 people – or 68% of those surveyed - said they would recommend the RUH as a place to work. That's 600 more than the previous year, and puts the RUH 18th out of 122.

The RUH's NHS Staff Survey results also show that an increase of nearly 500 people say they look forward to going to work, 530 more said they feel trusted to do their job, and 440 more said they are able to make improvements happen.

The RUH is 6th nationally for colleagues saying they have frequent opportunities to show initiative, and 8th for being kind and understanding towards each other.

6. RUH granted planning permission to build the Sulis Elective Orthopaedic Centre

Sulis Hospital, Bath will soon be able to perform an additional 3,750 non-emergency, orthopaedic operations for NHS patients each year, following a successful planning application submitted by the RUH.

The plans, which were approved by B&NES Council on 6th March, will see a new wing built at Sulis Hospital, a fully operational independent hospital owned by the RUH that treats both NHS and private patients.

The Sulis Elective Orthopaedic Centre (SEOC) will act as an NHS elective surgery hub. The new development, which has secured £25m in national NHS funding, will be a centre of excellence, working to national best-practice standards and providing high-quality care. Surgery at the site will be protected from disruption and cancellations caused by surges in emergency hospital admissions because Sulis does not have an emergency department. This means that the SEOC will enhance the resilience of services into the future.

7. Royal National Hospital for Rheumatic Diseases (RNHRD) recognised as a Centre of Excellence for treating Paget's disease

The RNHRD has been recognised as the first Centre of Excellence in the South West for its treatment of patients with Paget's disease and its research into the condition. The coveted honour, from the Paget's Association, recognises the RNHRD's diagnostic and treatment facilities, the clinical expertise of its staff, the number of patients cared for and its involvement in Paget's disease research.

8. RUH Maternity Services retain outstanding rating from the CQC

RUH maternity services are in the top three per cent in England following a recent inspection by the Care Quality Commission (CQC) which saw the team retain its 'outstanding' rating. Following the inspection in November 2023, inspectors found examples of outstanding practice relating to the RUH's commitment to continuously improving services, patient experience and the supportive environment provided for staff.

The development of a maternity and neonatal communication plan to improve engagement with staff was noted as 'outstanding practice', as was our Maternity Development Panel,

which supports staff to develop their own projects and ideas to further improve the care we provide for our community.

For the first time, community birth centres in Frome and Chippenham were also included in the inspection, with both centres receiving an overall 'good' rating. Inspectors recognised the community teams' commitment to continually learning and improving services, including several initiatives to tackle health inequalities and the ongoing quality improvement projects facilitating women and birthing people's choice of birth place.

9. Unannounced CQC inspection of the Surgical Division

The CQC undertook an unannounced inspection of the Surgical Division on 20 and 21 March 2024.

The CQC undertook the inspection under the single assessment framework, focussing on elements of safe, effective, caring and well-led. The Trust awaits the draft report from the CQC.

10. Outpatient Improvement Programme team shortlisted for HSJ Digital Award

The RUH outpatient Improvement Programme team have been shortlisted for a HSJ Digital Award for their work to roll out DrDoctor across the Trust.

The project has been shortlisted in the Supporting Elective Recovery Through Digital category and recognises the impressive improvements that DrDoctor has helped us achieve.

DrDoctor is a Patient Engagement Platform (PEP) that enables the RUH to communicate more effectively with patients. Some of the features that are already live include reminders about upcoming appointments and appointment letters sent via text message or email. The platform was launched to RUH patients in September 2023 and already this has seen 4,560 fewer missed appointments, and saved more than 21,000 letters being posted.

11. RUH opens refurbished Cath Lab for Cardiology patients

The RUH's oldest cardiac catheterisation lab, also known as a cath lab, has been completely transformed to bring it up to date with the latest state-of-the-art equipment. The three-month project has seen the first GE Allia IGS 520 Pulse lab in the country installed, providing cutting edge technology for the people we care for.

The new kit gives staff access to the latest treatment and diagnostic technology a cath lab can offer, including a reduction in the X-ray radiation dose delivered to patients undergoing tests. This particular lab was tailored to provide enhanced support to the implantation of pacemakers and complex devices like cardiac defibrillators.

12. RUH celebrates £21.6m grant for energy efficiency projects

A £21.6million decarbonisation grant will bring the RUH one step closer to achieving its net zero goals.

The multimillion pound cash boost, awarded by the Department for Energy Security and Net Zero as part of the Salix Public Sector Decarbonisation Scheme phase 3c, will fund improvements including more environmentally friendly lighting, insulation, and heating and cooling controls.

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Most of the vital funds will be used to de-steam much of the RUH’s 52-acre site, a process that will see the hospital’s ageing heating systems replaced with more energy-efficient options such as heat pumps. Together, these initiatives will make the hospital more sustainable, and a more pleasant environment for all those who use it.

When the proposed improvements are completed, by 2026, they will result in an estimated 24% annual reduction in carbon emissions over which the RUH has direct control. This equates to just over 3,400 tonnes of carbon dioxide – the equivalent of just under 1,000 return flights to Seoul, or more than 150,000 car journeys from Bath to London, every single year.

13. New Dyson Cancer Centre at the RUH welcomes first patients

The new Dyson Cancer Centre welcomed its first patients on Monday, 22 April 2024. The purpose built centre brings together many of the RUH’s cancer services under one roof to provide a cancer services hub for over 500,000 people in the South West.

The new centre is backed by over £40m in Government funding as part of the New Hospital Programme. The Dyson Cancer Centre was also supported by an additional £10m fundraising campaign from RUHX, the hospital's official charity, including a £4m donation from the James Dyson Foundation and £1m by the Medlock Charitable Trust

A key feature of the new centre is the Macmillan Wellbeing Hub, supported by a £1.5m donation from Macmillan Cancer Support. The three storey hub will provide a welcoming, non-clinical space designed around the needs of patients and their families. It will also include comfortable accommodation where relatives and loved ones can stay overnight.

14. ICU Improvement Works

On 17th April work began to combine the two separate intensive care units at the RUH into one newly-refurbished space.

The second intensive care unit, B36, was opened during the pandemic. This additional capacity is still much needed in order to support us to provide the best possible care to our sickest patients, however, there are challenges to running two separate ICUs – especially as one is downstairs and one is upstairs.

The new ICU single footprint space will greatly improve patient flow and experience and also provide a more seamless experience for staff.

The single ICU is being created by expanding B36 into B41 ward. To mitigate this loss in inpatient capacity we’ve opened Ward 4 at St Martin’s Hospital. We have also closed B36 during these works, so all intensive care patients are being cared for in B12 ICU.

Work is due to finish by winter 2024, at which point B12 will be used as a 13-bedded ward providing additional capacity during our busier months.

15. Lansdown Restaurant refurbishment

The Lansdown Restaurant at the RUH is now reopen following a renovation. Using feedback from the staff survey, the restaurant is now more modern and efficient, with a grab and go area and self-check-outs. The menu has also been refreshed and there are more healthy and affordable options than ever before.

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Over 1,000 people use the Lansdown each day so these improvements will have a big impact on both the people we care for and the people we work with.

16. Membership

We are always actively seeking new members to help us shape the future of the hospital and directly influence the development of our services for the better.

Membership is a great way for our staff, patients and local community to help improve how the hospital is run, as well as many aspects of the healthcare that we provide. It is completely free and is a great way to show your support for the RUH. There are three different levels of involvement for you to choose from, simply sign up here: <https://secure.membra.co.uk/RoyalBathApplicationForm/>

17. Consultant Appointments

The following Consultant appointments were made since the last report to Board of Directors:

Dr Robert Penders, Doctor in Specialty Training Year 7 at North Bristol NHS Trust was appointed as a Consultant Anaesthetist (Chronic Pain and Anaesthetics) on 26th February 2024. Dr Penders will start at the Trust on 21st August 2024.

Dr Elizabeth Robinson, Specialty Trainee at North Bristol NHS Trust was appointed as a Consultant Radiologist on 4th March 2024. Dr Robinson’s provisional start date is August 2025.

Dr Nisha Verasingam and Dr Victoria Medland were appointed as Consultants in Obstetrics and Gynaecology on 11th March 2024. Both are already working at the Trust as Locum Consultants.

Ms Louise Capaldi, Locum Consultant, was appointed at a Consultant in ENT on the 13th March 2024 and started at the Trust substantively on the 1st April 2024.

18. Chairs Update

During the last two months, in addition to the normal round of consultant interviews, we held a meeting of the Council of Governors and I conducted the appraisals of the Non Executive Directors. I also chaired the Steering Group of the wide consortium of NHS, local authority and voluntary sector community service providers in BaNES Swindon and Wiltshire preparing a bid for the renewal of those services next year. Discussions on closer working in the Acute Hospital Alliance within BSW to create more productive and responsive services also continued. I also had the great pleasure of showing the Dyson Cancer Centre to a number of those who had contributed to its successful completion. All commented on what a welcoming and supportive place it was.