

Report to:	Council of Governors	Agenda item:	6
Date of Meeting:	13th June 2024		

Title of Report:	RUH business plan 2024-25
Status:	For information
Board Sponsor:	Joss Foster, Chief Strategic Officer
Author:	Ashleigh Harvey, Head of Strategy and Development
Appendices	Appendix 1: Business Plan 2024-25

1. Executive Summary of the Report
<p>This paper provides Council of Governors with an update on the RUH business plan for 2024/25.</p> <p>It focuses on:</p> <ul style="list-style-type: none"> • Our Trust 'You Matter' strategy and achievements in 2023/24 • The national and local context and challenges we face • Our strategic priorities for 2024/25 • Overview of assumptions, inputs and key metrics within RUH plan

2. Recommendations (Note, Approve, Discuss)
Council of Governors are asked to note the final plan in line with earlier feedback.

3. Legal / Regulatory Implications
<p>National planning guidance was released on Wednesday 27th March 2024, which confirmed the operational priorities for 2024/25.</p> <p>The Board of Directors must have regard to the views of the Council of Governors when developing the Trust business plan.</p>

4. Risk (Threats or opportunities, link to a risk on the Risk Register, Board Assurance Framework etc.)
A summary of risks associated with the plan and deliverability are outlined in the pack (slides 9-10)

5. Resources Implications (Financial / staffing)
There is an expectation that provider and system plans must move towards financial balance meaning delivering improved productivity. The RUH plan includes £36.6m of improvement schemes.

6. Equality and Diversity
Quality and Equality Impact Assessments are undertaken for all service developments as part of the Improvement Programme. Taking positive action to reduce health

inequalities is a Trust goal, which has been reviewed in line with the strategic A3 process for 2024/25.

7. | References to previous reports/Next steps

Council of Governors and Trust Board joint away day December 2023 – strategic A3 session
Governor Strategy and Business Planning Working Group May 2024 – sharing plan

8. | Freedom of Information

Private

9. | Sustainability

The Trust must contribute towards achieving a financially balanced system. At the time of writing, the RUH plan includes delivery of £36.6m savings (c.7.5% of income) in order to move us towards financial sustainability.
In terms of environmental sustainability, the Trust has recently received positive news of a £21m Salix grant across the next 2 years towards decarbonisation of the estate. Full revenue impact of this in terms of energy costs is still to be fully evaluated.

10. | Digital

Digital transformation is likely to form a key part of enabling the actions in the national planning guidance. Digital capacity will be reviewed as part of the planning process in light of the shared Electronic Patient Record project.

RUH Business Plan 2024/25



The RUH, where you matter

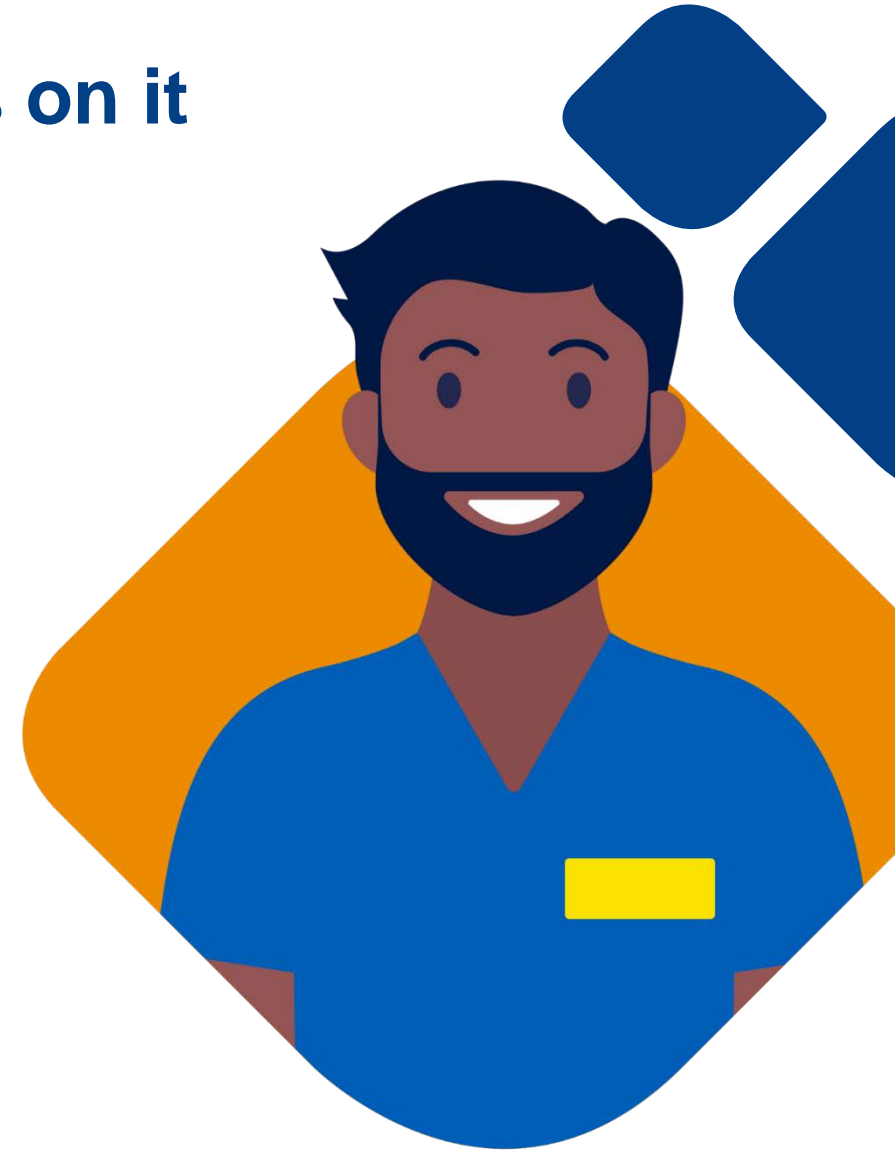
Introduction & Contents

- The purpose of this document is to share the key elements of the Trust strategic and operational plan for 2024/25
- The objective of the Trust’s business plan is to ensure alignment on strategic goals, performance targets, and resource allocation to support us to move closer to our vision to become the RUH, where you matter.

Contents	
Introduction & purpose	Slide 2-3
Key achievements in 2023/24	Slides 4-5
Planning context	Slide 6-7
Strategic priorities for 2024/25	Slide 8-11
Operational plan for 2024/25	Slide 12-13

Business planning – our future depends on it

- Planning for the future is a standard activity for most organisations. Nationally, NHS organisations submit their annual plans by 'system' (our system being Bath, North East Somerset, Swindon and Wiltshire (BSW))
- All systems are required to deliver an overall 'balanced' plan (delivering a range of operational and quality standards within the funding envelope provided). Within systems each partner has its own part to play in delivering that final plan and makes a commitment to that.
- A National oversight framework of the plan includes a range of mechanism to hold organisations and systems to account for delivery to plan. Mechanisms may include different levels of external intervention/support/resource.
- Our plan demonstrates how we are continuing to address key challenges in order to deliver against national and system requirements including a positive trajectory towards our Vision: The RUH where You Matter.



Our vision

The RUH, where you matter

In 2023, we launched our new vision and trust strategy: The RUH, where you matter

Our people groups and our goals

The **people** we care for

- Connecting with you, helping you feel safe, cared about and always welcome
- Consistently delivering the highest quality care and outcomes
- Communicating well, listening and acting on what matters most to you

The **people** we work with

- Demonstrating our shared values with kindness, civility and respect all day every day
- Taking care of and investing in teams, training and facilities to maximise our potential
- Celebrating our diversity and passion to make a difference

The **people** in our community

- Working with partners to make the most of shared resources to plan wisely for future needs
- Taking positive action to reduce health inequalities
- Creating a community that promotes the wellbeing of our people and environment

How we will deliver

Everyone
Working Matters
Together
Making a Difference

Our values

Improving Together

Our improvement system



Our enabling initiatives

Some of our achievements in 2023/24

The **people** we care for



Robotic surgery and HIFU introduced and dedicated day surgery unit opened



Cancer services move into the new Dyson Cancer Centre



Maternity services rated Outstanding by the CQC



Sulis treated over 500 long waiting NHS patients and >9000 patients in the CDC as well as achieving £2.4m turnaround year-on-year



Same Day Emergency Care areas launched and virtual ward capacity has remained above 90%

The **people** we work with



60% response rate on the NHS staff survey with 68% of staff recommending the RUH as a place to work



Significantly reduced turnover and vacancies, with vacancy rate reducing from 5-6% to now under 1%



Improved career progression for colleagues from the global majority



'Basics matter' programme with a focus in 2023 on food and drink



Launched RUH Anti Racism statement and inclusive recruitment training

The **people** in our community



Launch of Health Inequalities awareness campaign: modules now on Learn Together



£21m Government grant awarded to support decarbonisation of the estate and help achieve carbon net zero



Introduction of our Improvement Programme – supporting us to deliver financial recovery



Decommissioned nitrous oxide manifolds to reduce waste anaesthetic gases being released into the atmosphere



Stronger links with our partners, with the launch of the Community Wellbeing Hub and BaNES Civic Agreement

The RUH, where you matter

2024/25 plan context

- A continued increase in demand across our services, with significant growth in non-elective care and 6% growth in cancer referrals
- Continued focus on reducing waiting lists and increasing productivity
- Pressure on costs, safety and activity volumes from events such as industrial action and inflation
- Addressing areas of financial imbalance which demand a significant recovery plan
- Historic reliance on non-recurrent savings due to scale and speed of savings/transformational requirement



National context

Recovery of core services & productivity following Covid-19 pandemic remains the focus

Six key priorities

- 1) **Maintain collective focus on the overall quality and safety of services, particularly maternity and neonatal, and reduce inequalities** in line with the Core20PLUS5 approach.
- 2) **Improve ambulance response** and **A&E waiting times** by supporting admissions avoidance, hospital discharge, and maintaining the increased acute bed and ambulance service capacity that systems and individual providers committed to put in place for the final quarter of 2023/24.
- 3) **Reduce elective long waits** and **improve performance against the core cancer and diagnostic standards.**
- 4) Make it easier for people to access **community and primary care services**, particularly general practice and dentistry.
- 5) **Improve access to mental health services** so that more people of all ages receive the treatment they need.
- 6) **Improve staff experience, retention and attendance**

There is an expectation that Trusts work together as part of the system to deliver a **balanced net financial position**, while also **progressing the Long Term Workforce Plan** and **investing in technology** to futureproof the health service.

Our deliverables and programmes for the **people** we care for

Foundation year

Year 2 – 2024-25

Year 3 – 2025-26

Connecting with you, helping you feel safe, cared about and always welcome

Patient safety

- Implementation of National Patient Safety Incident Response Framework
- Deteriorating patient
- 24hr hospital services (hospital at night)
- Oliver McGowan mandatory training (Learning Disability and Autism)
- Mortality data quality
- Co-produce a Vulnerable Persons strategy
- Paperless Inpatients

Improving our environment

- Atrium redesign – scoping
- Additional ward bathrooms
- Improve signage to help people find their way around

Clinical estate

- Maternity Day Assessment Unit
- One ICU
- Dyson Cancer Centre

Elective and cancer

- Elective recovery programme
- Introduction of Robotic Surgery
- Day case unit in SSSU embedded
- Outpatient transformation
- Theatre transformation
- Community Diagnostic Centre at Sulis

Patient flow and hospital discharge

- ED transformation programme
- Same Day Emergency Care expansion and redesign
- Hospital flow programme and bed reconfiguration
- United Care Banes delivers 1000 hours of domiciliary care per week
- Hospital at Home reaches 35 patients at any one time

- Patient Safety programme – year 2
- **Quality Management System Implementation**
- Infection control programme including estates plan – **if funding is available**
- **Publish patient experience strategy & vulnerable person strategy**
- Paperless inpatients
- Atrium options appraisal
- Improve signage to help people find their way around

- Research strategy
- Innovation strategy

Clinical estate

- Dyson Cancer Centre, One ICU & DAU completion
- Sulis Elective Orthopaedic Centre
- **Critical infrastructure risk reduction (fire safety)**

- Patient safety programme – year 3
- Integrated digital and health and social care systems
- Training and skills to work with different patient groups
- Infection control programme including estates plan
- Integrated digital and health and social care systems

- Outpatient & theatre transformation
- Further development of CDC
- Elective productivity
- **Urgent care capacity & demand matching**
- Innovation strategy
- Service integration with key community services

- Care closer to home model established
- Alongside Midwifery Unit complete
- Collaborative relationship with primary care creating integrated models
- Integrated nursing home model with ART+
- Lower GI hub

The **people** we care for

Together, we will support you as and when you need us most

- Patient portal with digital bookings

- Further development of **DrDoctor**
- New website – **if funding becomes available**
- Patient representatives on all committees
- Customer Care training
- Communication standards
- Real-time feedback phase 2
- Patient survey on discharge
- Proactively share outcomes and safety information
- **Communication strategy**

Patient experience

- Roll-out of DrDoctor patient engagement platform – text reminders, electronic patient letters
- Customer care training
- Real-time feedback
- Communication standards
- Volunteers strategy

Communicating well, listening and acting on what matters most to you

- Planned to complete / transitioning to BAU
- On track & continuing in 24/25
- Delayed & continuing in 24/25

Green text indicates new priorities for 24/25

The RUH, where you matter



Opening of Day Surgery Unit

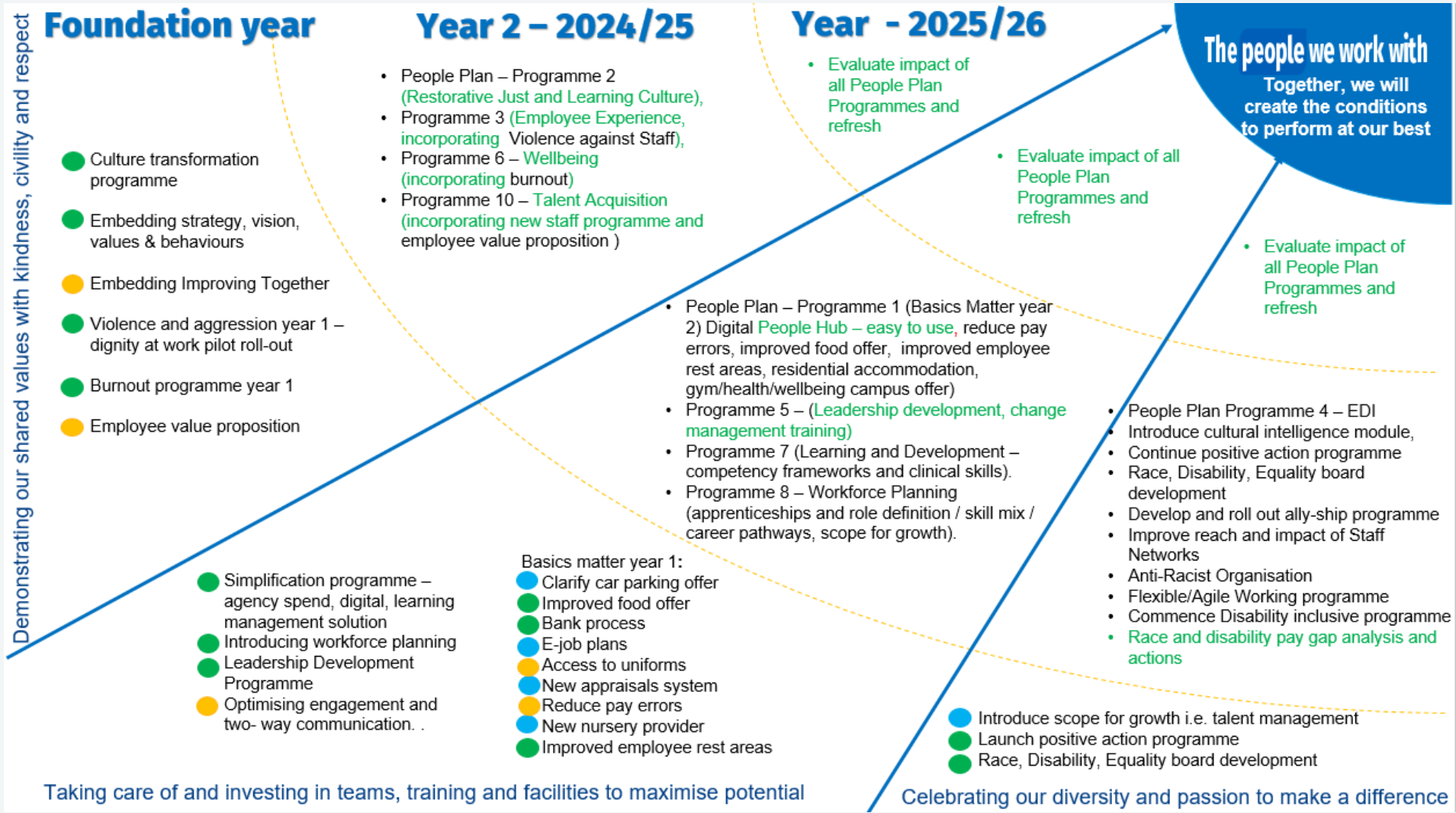


Dr Doctor patient information



Dyson Cancer Centre

Our deliverables and programmes for the **people** we work with

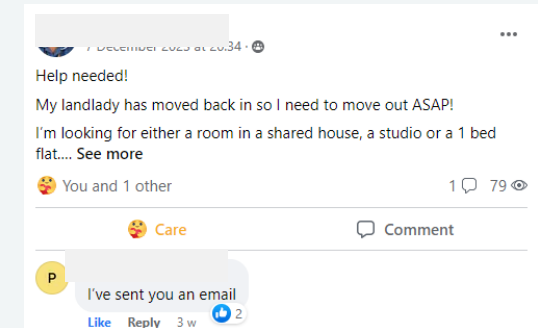


The RUH, where you matter

- Planned to complete / transitioning to BAU
 - On track & continuing in 24/25
 - Delayed & continuing in 24/25
- Green text indicates new priorities for 24/25



RUH food fayre

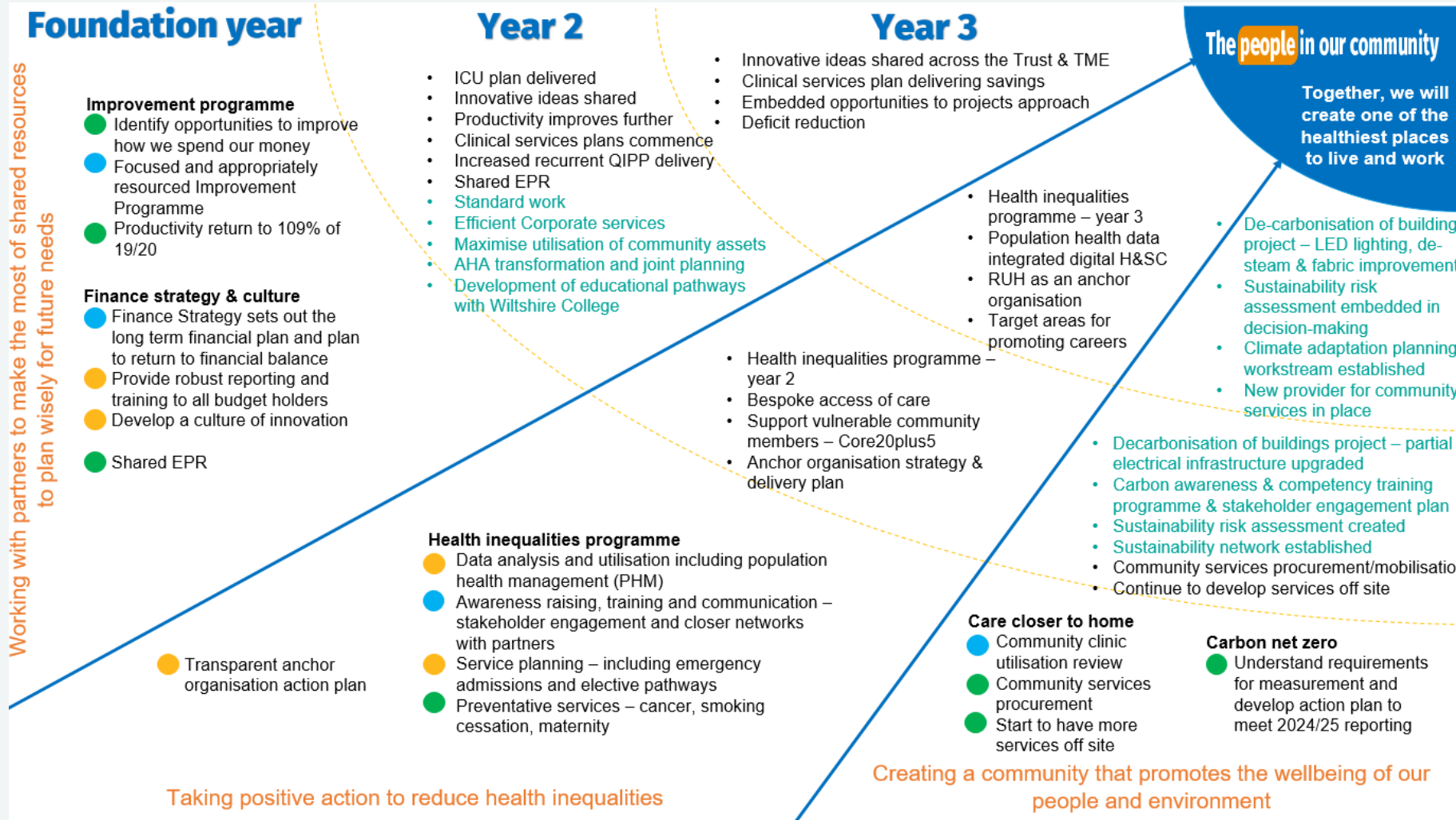


Staff accommodation workplace group



On-site nursery

Our deliverables and programmes for the **people** in our community



The RUH, where you matter

- Planned to complete / transitioning to BAU
 - On track & continuing in 24/25
 - Delayed & continuing in 24/25
- Green text indicates new priorities for 24/25



BaNES Civic Agreement



BaNES Community Wellbeing Hub in Atrium



2024/25 priorities

The **people** we care for

The **people** we work with

The **people** in our community

Trust strategic goals

Patient safety incidents (moderate to catastrophic)

Number of patients over 65 weeks

Overall patient experience score

% recommend RUH as a place to work

% staff say the organisation acts fairly with regard to career progression

% staff experiencing discrimination at work

Delivery of breakeven position

Equity of access to RUH for all

Carbon emission reduction

Breakthrough goals

Why not home? Why not now?
Reducing inpatient length of stay top 25% of acute trusts

Discrimination
% of staff reporting they have experienced discrimination at work

Making best use of available resources
Delivery of financial plan

Enabling Breakthrough Goal: We “Improve Together” to make a difference
(measured by the adoption of tools, routines and behaviours of Improving Together via a quarterly maturity assessment)

Projects

- **Patient Safety Programme** - Quality Management System, Patient Safety Incident Response Framework, Paperless Inpatients
- **Atrium Redesign**
- **Patient Experience Programme** - DrDoctor Patient Platform, Website
- **Clinical Estate** - One ICU, Maternity DAU, Dyson Cancer Centre Benefits Realisation
- **Community Services Tender**
- **Elective & Cancer** - Community Diagnostic Centre & Sulis Elective Orthopaedic Centre

- **Foundations Programme** – Basics Matter & People Hub
- **Workforce Plan**
- **Employee Experience & Engagement** – Joy at Work, Employee Recognition
- **Restorative, Just & Learning Culture**
- **Equality, Diversity & Inclusion Programme** – Positive Action & Dignity at Work
- **Leadership Development Programme**

- **Health Inequalities Programme** – Preventative services, Anchor Plan
- **Estate Decarbonisation**
- **Financial Improvement Programme** – Clinical productivity, Pay Bill, Income and cost controls
- **Single EPR**
- **Acute Hospital Alliance reset** – Clinical and Corporate Services

Demand, activity and performance

Key metrics:

Objective	Target	RUH
Improve A&E 4 hour waiting times to no less than 77% by March 2025 (all types)	77%	78.0%
Bed occupancy	92%	98.6%
Eliminate waits of over 65 weeks for elective care by September 2024	0	0
Cancer 62-day standard - 70% by March 2025	70%	75.5%
Cancer 28 day faster diagnosis standard	77%	76.7%
Increase the % of patients that receive a diagnostic test within 6 weeks in line with the March 2025 ambition of 95%	95%	87.2%
Deliver (or exceed) the system specific activity targets, consistent with national value weighted activity target of 107%.	107%	107.8%*

The RUH, where you matter

Demand and activity

- **ED attendances** saw 3.2% growth in 2023/24, resembling pre-Covid activity levels. This is expected to continue into 2024/25.
- **Non-elective admissions** have seen ~4.6% average growth in 2023/24; applied at speciality level using separate rates for 0 and 1+ length of stay for 2024/25
- **Elective plan** based on 2023/24 outturn assuming no further industrial action and speciality run rates continue. Compound annual growth since 2019/20 is 1% overall with reduction in routine referrals balancing increases in urgent and suspected cancer.

Key risks & challenges

- Increased acuity and demand for non-elective care driving bed occupancy above target
- Continued increase in demand for diagnostics alongside delays to capacity increasing works has led to challenges achieving cancer faster diagnosis standard and 6 week waits
- 10% non-criteria to reside expectation (no more than 53 patients)
- Pressures within certain elective specialities

Finance

- The RUH savings plan for 2024/25 is **£36.6m** which equates to approximately **7.5%** of total income
- The savings programme is organised into a number of focus areas:

Productivity

- Theatres, Outpatients
- Medicines Management
- Estates & Facilities

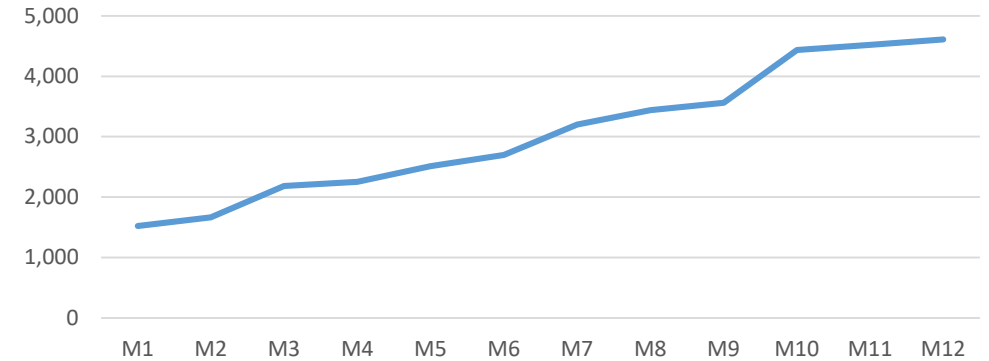
Pay Bill Reduction

- Bank & Agency Spend
- Pay controls
- Strategic workforce planning

Cost Control / Commercial Income

- Procurement
- Commercial income
- Clinical income
- Sulis

Savings Trajectory (Total)



Key risks

- Cost reductions are required based on run rates for 2023/24 – spend controls in place
- The savings plan is significant – this will be monitored, managed and challenged through the Improvement Programme
- Continued industrial action will increase costs to the Trust and reduces activity that can be undertaken
- Inflation increases
- Lack of sufficient capital – full review of capital plan and risks with prioritisation