

Report to:	Council of Governors	Agenda item:	6
Date of Meeting:	12 September 2024		

Title of Report:	Chief Executive and Chair's Report
Status:	For Information
Board Sponsor:	Cara Charles-Barks, Chief Executive
Author:	Christopher Brooks-Daw, Chief of Staff
Appendices	None

1.	Executive Summary of the Report
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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:

- Headlines from current performance
- Finance
- People
- Chief Nursing Officer for England visit
- Healthcare Support Workers Receive National Award
- Excellent Care at Every Level Accreditation
- New Civic Agreement for Bath
- Ambitious new strategy underlines RUH's commitment to research
- Construction of Specialist Orthopaedic Hub to serve the South West
- RUH Inpatient Services go Paperless
- Standing in Support of our Communities
- New Intake of Doctors in Training/Locally Employed Doctors
- Junior Doctors Pay Offer
- General Practice Collective Action
- City of Bath Public Governor
- 2024 Annual General Meeting
- Senior Management Appointments
- Consultant Appointments
- Chair's Update

2.	Recommendations (Note, Approve, Discuss)
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The Council of Governors is asked to note the report.

3.	Legal / Regulatory Implications
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Not applicable

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

5.	Resources Implications (Financial / staffing)
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Not applicable

6.	Equality and Diversity
Nothing to note	
7.	References to previous reports
The Chief Executive Officer submits a report to every Council of Governors meeting.	
8.	Freedom of Information
Public	
9.	Sustainability
Not applicable	
10.	Digital
Not applicable	

CHIEF EXECUTIVE'S REPORT

1. Performance

Key areas of focus are ambulance handovers and the 4-hour wait in the emergency department.

In July, the Trust lost a total of 1532 hours in ambulance handovers, which, positively, was down from the previous month (2199). The percentage of Ambulances handed over within 30 minutes improved for July to 49.08% compared to the previous month (43.9%) against the national standard of 95%. This remains a key improvement priority for us, with actions being taken including working with our system partners to align the handover process with SWASFT, aiming to streamline and shorten the time taken to handover. This is being overseen through the BSW Ambulance handover improvement group. During June, an immediate change took place with the external green light remaining on outside Emergency Department (ED) allowing crews to bring patients straight into the department upon arrival. The % of patients triaged within 15mins in Majors improved from 46.60% in May, to 65.51% June and 69.18% July.

The RUH 4-hour performance in July was 71.5%, missing the trajectory of 73.0%. Attendances in July were higher than June. Multiple factors impact our 4-hour performance, including higher attendances in July compared to June and the occupancy of the hospital at the time, as well as in-patients without criteria to reside being higher than trajectory. Improvement in performance continues to be supported by the delivery of the Urgent and Emergency Care improvement plan, specifically the integrated front door workstream for non-admitted 4-hour performance and the In Hospital workstream, which will support the 4-hour admitted pathway recovery.

We maintained our 62 Day cancer performance above target in June.

2. Finance

The BSW Integrated Care System has developed a financial plan with a £30.0m deficit for the year, of which the RUH is £5.3m deficit. This plan has been accepted by NHS England and non-recurrent revenue support funding is to be provided during the year. NHS England have amended NHS business rule this year and delivery of the plan means this funding will not be repayable in future years.

At Month 4 the Integrated Care System is at a deficit position of £21.2m, which is £7.1m adverse to plan; of which £6.6m deficit relates directly to RUH, which is £0.6m adverse to plan. £0.5m can be attributed to the unplanned impact of Industrial Action.

Savings of £7.9m have been delivered to date (21.6% of annual target in 33.3% of the financial year), including £5.1m of pay savings against budget, and the benefit of Elective Recovery Fund income and operating margin of 48%.

The Trust has undertaken a forecast exercise at the end of Month 4. This clarifies a path to deliver the Operational Plan.

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3. People

A key focus throughout 2024/25 continues to be the delivery of the programmes within the RUH People Plan. In Q3 work will begin to refresh this plan to ensure it clearly aligns to organisational priorities and challenges, and to reinforce the contribution of people, culture and leadership to the Trust Strategy.

The key priorities within our People agenda will be to continue our work on pay efficiencies, build on successes around our new health and wellbeing offer and to improve the quality of line management support to colleagues (including improved appraisal compliance).

Key achievements in Q2 have been:

- We have reviewed and refreshed our Employee Assistance Programme (EAP), transforming it from an in-house counselling service to an internal health and wellbeing hub, offering a holistic triage, a wide range of self-help interventions/tools (including referral to external support, e.g. Able Futures and St John’s Foundation), manager referral options and support to teams struggling to support staff wellbeing.
- We have launched our new Violence Prevention and Reduction Policy, which supports teams to challenge and reduce abusive behaviour from patients and visitors (training to support this policy to be ‘lived and breathed’ has been delivered to good effect).
- We have launched our new secure and accessible reporting system – Report + Support – which aims to improve psychological safety and willingness of staff to report poor behaviour among colleagues.

We continue to review our People Plan and the priorities to ensure it continues to drive our organisational objectives.

4. Chief Nursing Officer for England visit

Toni Lynch, Chief Nursing Officer was delighted to welcome Duncan Burton and Donna Ockenden to the Trust on 30th July 2024.

Duncan is the newly appointed Chief Nursing Officer for England whilst Donna has a long and respected history in championing safety in maternity services. Donna and Duncan toured our maternity and neonatal services to enable them to hear directly from our staff about their improvement journey.

Duncan particularly enjoyed returning to RUH where he worked as a Staff Nurse 25 years ago and took time to visit the Respiratory ward and met old friends and colleagues.

5. Healthcare Support Workers Receive National Award

Healthcare support workers are very important to the RUH. I am delighted to tell you that three healthcare support workers at the Royal United Hospitals (RUH) Bath NHS Foundation Trust have been honoured with national awards in recognition of the outstanding care they provide. The ‘Chief Nursing Officer and Chief Midwifery Officer Awards’ reward the significant and outstanding contribution made by nurses, midwives, healthcare support workers and maternity support workers in England and their exceptional contribution to nursing and midwifery practice.

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They were presented with the awards by Sally Matravers, Regional Deputy Director of Nursing and Quality, with all three celebrated for being role models for their profession, demonstrating commitment and compassion, and acting as ambassadors for best practice.

6. Excellent Care at Every Level Accreditation

We have The Accreditation Programme that supports our continuous improvement. It aims to provide us insights into how well our hospital is providing high quality care. As such, it has ≥100 metrics regarding patient outcome, patient experience, culture and leadership.

There are four levels, Foundation, Bronze, Silver and Gold, which helps us to see the journey that we have taken and continue to be on. All wards have achieved Foundation and continue to progress. Eight wards have successfully achieved Bronze, Haygarth being the latest ward to achieve this and three areas are working towards Silver. Nineteen have achieved Silver, of which the Older Persons Assessment Unit and the Bath Birthing Centre celebrated their achievement in July.

One ward, Helena, has achieved Gold Level accreditation and one ward is working towards Gold. The Accreditation programme has also been adapted for outpatient departments, of which one is at Foundation, ten are at Bronze and twelve are at Silver level.

7. New Civic Agreement for Bath

The RUH, along with the University of Bath, Bath Spa University and Bath & North East Somerset Council signed the Future Ambition Civic Agreement on 30th May, after working over several years to develop effective ways to meaningfully collaborate.

This represents an agreement to work more closely for the benefit of the community. The agreement commits the four organisations collaborating to address key challenges and opportunities for the region to help its communities thrive, as well as learning from each other to continuously improve how they operate.

8. Ambitious new strategy underlines RUH’s commitment to research

We are very ambitions and oriented to being a leading in research.

In July the Trust launched a new research strategy committing us to supporting and developing research studies that address the healthcare needs of the local community through collaborative working.

Other commitments made in the strategy include:

- Develop and implement systems to ensure that research studies are accessible to all patients, regardless of location, demographics or characteristics.
- Implementing referral systems and pathways that seamlessly connect patients to appropriate research studies.
- Collaborate with community organisations and patient advocacy groups to identify barriers to accessing research opportunities and develop targeted interventions for those patients underserved by research.
- Provide ongoing training and mentorship programs to support the continuous development of research skills and knowledge among the workforce.

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- Develop and signpost to career pathways, secondment schemes and shared posts that support all staff to engage in research activities.

9. Construction of Specialist Orthopaedic Hub to serve the South West

Construction began at the Sulis Elective Orthopaedic Centre, with an official breaking of the ground event at the Somerset site commemorated on 24 July 2024.

The Centre is a highly anticipated addition to the award-winning Sulis Hospital and is set to open in late 2024, creating capacity for an extra 3,750 non-emergency orthopaedic NHS patients across Bath and North East Somerset, Swindon, and Wiltshire as well as the wider South West region each year, allowing people to have the surgery they need.

10. RUH Inpatient Services go Paperless

In August the RUH went paperless across inpatient services, with nursing, doctor and therapies' paper documentation now held electronically in Millennium.

This change will bring huge benefits to the RUH and the people we care for. It will mean a safer and much more efficient way of working as all information will be held in one place, accessible anytime from anywhere. It will also be better for our physical and wider environment, with no duplication of information, less clutter and less money spent on paper.

11. Standing in Support of our Communities

The Executive Team wrote to the organisation in light of the racist riots that unfolded across the country during August, to highlight the support available to staff affected and the RUH's position as an organisation that celebrates diversity and takes a zero-tolerance approach to abuse, discrimination and violence.

This was followed up by a listening event which was held on Microsoft Teams for all staff, providing an opportunity for staff to share how they were feeling and raise any concerns.

12. New Intake of Doctors in Training/Locally Employed Doctors

The Trust was pleased to welcome 49 newly qualified Foundation Year One Doctors for a comprehensive shadowing programme from 29th July to 6th August 2024 before they commenced their formal training on 7th August.

A further 192 Doctors in Training/Locally Employed Doctors (Foundation Year 2 – Specialist Training Year 8) also commenced on 7th August. These doctors work across all specialities at the Trust and are at the heart of the hospital, delivering outstanding care for our patients.

13. Junior Doctors Pay Offer

In July, the BMA entered into formal negotiations with the new Government's Secretary of State for Health and Social Care and his team. The BMA have been presented with a final offer, which they are recommending to members.

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If accepted by members, the total pay uplift across the two years of the dispute will be 22.3% on average. This will be backdated to April 2023.

An online referendum for BMA members opened on Monday, 19th August which will close at 11.59pm on Sunday, 15th September 2024.

14. General Practice Collective Action

The BMA announced on 1st August 2024 that GPs across England had voted overwhelmingly in favour of taking collective action.

This means that from the 1st August, the BMA have encouraged practices to choose from a list of ten actions, with practices choosing to implement as few or as many as they think appropriate. These actions may include refusing to share patient data unless it's in the best interests of a patient, referring patients directly to specialist care rather than following longer and more complex NHS processes and switching off NHS software which tries to cut prescribing costs.

BSW ICB have been planning for this action for some time with its system partners.

At this time, the Trust hasn't been impacted, with planning continuing to ensure that any future action will be mitigated as much as possible.

15. City of Bath Public Governor

The Council of Governors recently welcomed Sue Toland who has joined the Council as a new Public Governor for City of Bath. Sue was the next highest polling candidate in the most recent elections for the City of Bath constituency and was invited to join the Council following her predecessor's decision to step down from the role. I would like to take this opportunity to welcome Sue to the Trust and we look forward to working with her.

16. 2024 Annual General Meeting

On 23rd September the Trust will be holding its Annual General Meeting at the Apex City of Bath Hotel, James Street West, Bath, BA1 2DA.

More details regarding the AGM agenda will be shared over the coming weeks on our website and directly to members, but this will be your opportunity to hear about the work the Trust has been doing over the past year and there will be an opportunity to ask questions to the Board.

17. Senior Management Appointments

The Trust has made the following senior management appointments since the last report to CoG:

Meggan Jarvis joined the Trust as Divisional Director of Operations for Family and Specialist Services on 15th July 2024. During Meggan's career she has worked across different NHS Trust's – acute, integrated and mental health, in roles ranging from strategy and improvement to operations and governance.

Calum MacGregor joined the Trust as Divisional Director of Operations for Medicine on 22nd July 2024. Calum is a Physiotherapist by background and moved to a policy role in

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2018 within NHS England before working for the Emergency Care Improvement Support team for the past five and a half years.

Sarah Hudson has started a new role as Director of Site Operations in August, working with and across the community to make a difference for the people we care for. Sarah previously held the role of Divisional Director of Operations for Medicine.

Dr Jonny Price has been successfully appointed to the post of Divisional Director of Surgery. Jonny is currently the Clinical Director for Anaesthesia and has previously held the Deputy Divisional Director role for Family and Specialist Services.

18. Consultant Appointments

The following Consultant appointments were made since the last report to Council of Governors:

Dr Francesca Knapper, Specialty Registrar Year 7 at North Bristol NHS Trust was appointed as a Consultant in Medical Microbiology on 5th August 2024. Dr Knapper will commence her role at the organisation on the 1st September 2024.

19. Chair’s Update

The last two months have been dominated by extensive discussions in preparation for the transformation of the current Acute Hospitals Alliance into a Group system. These discussions involved our own Board members, our Governors and the senior leadership teams from the other hospitals and BSW ICB.

The BSW Communities Together Steering Group submitted the final response to the ICS tender for BSW Community Services on the 19th July 2024. Throughout the bid development process, the Consortium of representatives from all parts of the healthcare economy – 3rd Sector, private and statutory – grew in mutual respect and determination to work closer in future no matter what the result of the bid is.

We provisionally recruited a new Non-Executive Director to replace Dr Ian Orpen and the Council of Governors will be asked to ratify their Nominations Committee recommendation at their meeting on 12th September 2024.

I very much enjoyed “turning a turf” for the new Special Elective Orthopaedic Unit which is being built at Sulis. Due to the wonders of modular building, this valuable asset for the Region should be running in early 2025.

We welcomed one of our MPs, Wera Hobhouse to the Community wellbeing hub in the Atrium at the hospital and later brought her up to date with how we are doing and what is on the horizon.

I am honoured to say that Her Majesty The Queen officially opened the Dyson Cancer Centre at the Royal United Hospitals Bath (RUH) NHS Foundation Trust today (Tuesday 3 September). Patients, staff, supporters and guests from the wider community were on hand to mark the occasion. Her Majesty was given a guided tour of the new purpose-built centre, which brings together many of the RUH's cancer services under one roof, including the RUH's oncology, chemotherapy and radiotherapy services, a 22-bed inpatient ward, a dedicated pharmacy, research team and nuclear medicine and physics teams.

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