

**TRUST BOARD MEETING IN PUBLIC
27 NOVEMBER 2019
CHIEF EXECUTIVE'S REPORT**

This report aims to highlight to Board members areas that will benefit from focused discussion, and to recognise the developments and achievements of the Trust since we last met. Appended to this report is a summary of the Financial Recovery Board and Executive Management Committee meetings to provide the Board with oversight of the significant discussions of the senior leadership team over the past two months.

Learning

We recorded four instances of *clostridium difficile* infection in September, and six in October; we had no reports of MRSA bacteraemia infection in the last two months. Disappointingly, we recorded one fall causing severe harm in September; none in October. Regarding pressure ulcers, we recorded one in September, and six in October, and this continues to be a focus area for the teams. We had no never events in the last two months. We recorded 415 births in September and 413 in October. The number of deaths recorded was 88 in September and 121 in October.

We received 57 formal complaints in September and 47 in October. Our target is to respond to 85% of complaints within 25 days. In September we achieved this in 79% of cases and we are working hard to improve the response time. We received 1125 accolades in August and 1062 in September.

We continue to encourage staff to submit excellence reports so that we can learn from great practice, and we received 56 and 63 excellence reports in September and October respectively. The example shared below is a heart-warming demonstration of compassion from a member of our staff during a gentleman's end of life care:

"After her caseload was complete SLT* spent time with a dying patient.

This patient was well known to our team and had no family present.

She took time to hold his hand, play music and sing to him too offer comfort in his final hour.

She showed respect, compassion and care for this man at the end of his life to ensure he was not alone."

*speech & language therapist

Quality improvement

I am pleased to share an example of a quality improvement project in the maternity department. Between 2017 and 2018, 19% of women in the UK who had given birth had a post-partum haemorrhage (PPH). Recognising this as an issue for our local population, a multidisciplinary project team was established, including midwives, obstetricians, and anaesthetists. The first work stream was to design and introduce a process for more accurately recording measured blood volume, and as a result this has improved to over 90% within the last three months. The principle impact of this project is to improve the experience for mothers, including a reduction in length of stay.

Quality and performance

Winter has officially started for the NHS, with key schemes designed to support the provision of care in the right place for patients commenced. The falls and frailty vehicle we piloted in conjunction with South Central Ambulance Service is now running five days per week, supporting patients who have fallen or are frail to remain at home following a rapid intervention from a specialist occupational therapist and paramedic. We have brought together the adult social care and hospital discharge teams to provide one cohesive team to support the acute wards, and provide more timely discharge. We have also simplified the referral process for patients requiring ongoing care.

The volume of patients attending Accident & Emergency (A&E) continues to increase, with an extra 160 patients each week compared to last year. Despite this, we are working hard to keep non-elective admissions at a similar level to last year through the provision of same day emergency care services for both adults and children.

Consistent with the national picture, our A&E performance against the 85% four-hour standard has deteriorated over the last few months, and we are currently reporting 81.5%. This is clearly disappointing but significant effort and attention is being dedicated to improving this situation for our patients and our staff.

Regarding cancer performance, our weekly reporting data suggest a positive shift in patients' waiting times as a result of a new pathway to expedite diagnostic pathology; we will continue to monitor this progress.

Our campaign for staff flu vaccination is well underway and we reported 46% of front-line staff at the end of October; our latest figure at the time of writing this report is 52.3% of front-line staff vaccinated. Our target this year is 80%, and we continue to work hard to encourage staff to be vaccinated to protect themselves, their families and our patients.

People

October was national "Speaking Up Month". Our Freedom To Speak Up Guardian was raising awareness in a variety of different ways across the Trust. Our theme this year was to promote the Trust saying "Thank you to staff" for raising concerns, which has been demonstrably supported by our Chair, CEO and members of our executive and non-executive teams. Nationally, the campaign has already been reported as a success with increased activity compared with last year.

October was Black History Month and once again the Trust celebrated this throughout the month. I was pleased to attend the Trust BAME Network's celebration on 29 October, hosted by the new chair of our network, Isabel Sánchez Wilson.

Together with Sodexo, we are hosting an internship programme for seven students with learning disabilities from Stoney Dean School. The programme started in September 2019 and runs until June 2020 and is supported by Bucks County Council. It will provide the interns with valuable skills and experience that will support them in gaining employment.

I am delighted to welcome the first cohort of 16 nurse cadets to the Trust. This is a partnership programme with Bucks College Group; the cadets are studying a Level 3 health and social care course and have expressed a particular interest in undertaking pre-registration nursing in the future. The programme comprises four days per week in college and one day per week placement across community and acute settings, with students 'buddied' with an experienced healthcare support worker who will provide support, guidance and mentorship.

The nurse cadet scheme will provide a pipeline of future NHS support staff; we anticipate a further cohort joining in January 2020. The intention of the scheme is to provide opportunities for nurse cadets to be recruited at the end of their college programme onto a career pathway from Healthcare Support Worker to Registered Nursing Associate to Registered Nurse.

Our nurse vacancy rate has reduced to 13.8%, the lowest since March 2016. There is still more to do but this represents significant efforts in this area and I am pleased to see that these efforts are paying dividends. Since the start of the financial year, we have increased the number of registered nurses and midwives by just less than 80. This autumn we have welcomed newly registered nurses from the UK, in particular from our partner universities – University of Bedfordshire and Bucks New University – as well as from the EU and further afield. We continue to invest in our nursing workforce at all stages of their career, supporting both newly qualified and more experienced colleagues.

I would like to take this opportunity to formally welcome Jenny Ricketts to the Trust Board, who joins as Interim Chief Nurse.

Money

At the end of month seven of the financial year, the Trust is reporting a £12.5m normalised deficit year-to-date; the in-month position for October is £3.1m deficit. The year-to-date position includes receipt of quarter 1 and 2 Performance Sustainability Fund (PSF), Financial Recovery Fund (FRF) and Marginal Rate of Emergency Threshold (MRET) of £7.1m in total. The Trust's current end of year forecast is in line with the breakeven plan. A detailed assessment of divisional forecasts and financial risks have been considered.

We have started the process of budget setting for the 2020–21 financial year and will be reporting to Trust Board in the last quarter of the current financial year.

Strategic view

Our Trust corporate objectives for 2019–21 have now been in place for about six months, and I am pleased to see the first of our regular reports on progress to Trust Board, highlighting some significant achievements in each of the three objectives. Our Small Change, Big Difference campaign is in full swing; one of the examples is changing our printing paper to recycled paper, which is estimated to produce a £25,000 saving over the course of a year.

Buckinghamshire, Oxfordshire and Berkshire West Integrated Care System (BOB ICS)

The BOB ICS has submitted a response to the NHS Long Term Plan which outlines the aspirations and detailed plans for improving the health and well-being of the residents of Buckinghamshire, Oxfordshire and Berkshire West. Plans are currently being assessed and are likely to be publically available in the New Year.

Clinical Commissioning Groups in Buckinghamshire, Oxfordshire and Berkshire West have outlined proposals for the future arrangement of NHS Commissioning in the BOB ICS area. The Board will have the opportunity to consider its response before the deadline on 01 December. The engagement pack is available here: <https://www.buckinghamshireccg.nhs.uk/wp-content/uploads/2019/10/2019-BOB-Commissioning-Architecture-Engagement-Pack-v-FINAL.pdf>

The BOB ICS held its first Chairs Forum on 23 October; meetings will be held bi-annually. Topics included the System Financial Recovery Plan. The BOB ICS Senior Leaders Group discussed the implications of housing growth on health and social care services at its last meeting and the opportunity for the system to influence and plan for these changes.

Buckinghamshire ICP

The ICP is developing a strategic case for change linked to the NHS Long Term Plan and to the quality and sustainability of services in the county in the next five years. As part of this process, the Trust hosted a Clinical Leadership Seminar to shape future models of care in rehabilitation, acute, outpatients, diagnostics and community services, which will contribute to the plans.

The ICP held a number of important events in November including a Senior Leaders Event for colleagues across the system. The day was an opportunity to agree key values and ways of functioning to improve joint working across the local health and care system. The outputs will be developed into an Organisational Development Plan for the ICP.

The ICP Board received an update on progress towards a single unitary council for Buckinghamshire. The new Council will have 147 elected members and elections to the new council will take place in May 2020. The new council will deliver all local government services for Buckinghamshire, both county and district, from 01 April 2020.

Outstanding practice

£34k of Pathway Transformation Funding has been awarded to the Urology department. This NHS England funding was made available to help providers overcome practical obstacles to deploying innovation. This money will help transform the Lower Urinary Tract Symptoms Service, paving the way for one-stop Urology services in Amersham.

BHT's Children and Young People's services were rated 8th out of 66 Trusts overall in a patient experience survey by Picker. This is a fantastic representation of all our speciality teams that interact with children who come in to our hospitals.

The Bucks Skills Show is an annual event for young people to discover different sectors and career paths available in Buckinghamshire and further afield, attended by 30 schools and c. 3000 children. I gave a short presentation and led a discussion about careers in healthcare, and colleagues hosted stalls on various parts of our Trust. The Research and Innovation team had a particularly heart-warming interaction with a boy with cerebral palsy who visited their stand and, with the support of an occupational therapist, tried out a soft extra muscle (SEM) glove, which had recently been an intervention in one of the studies in the National Spinal Injuries Centre. The boy was able to use it to form a tight grip on an object. This illustrates the potential benefits of research into improving patients' lives.

Proud to be BHT

- Huge congratulations to Liz Monaghan, matron at the Florence Nightingale Hospice at Stoke Mandeville Hospital, who has been named 'Best Nurse' for The Sun's Who Cares Wins national awards. Liz was nominated by Elaine Trump, a member of the Patient Experience Group, for her dedication to the Purple Rose initiative which aims to improve the care for patients in the last days of their life. This is an enormous achievement and we are very proud of Liz and the team.
- I was delighted to spend the evening this month with representatives of the community team and Freedom To Speak Up Guardian at the HSJ awards. Congratulations to all involved, and particularly to the community teams for being awarded Highly Commended for 'Acute or Specialist Service Redesign Initiative – London

and the South'. We were also shortlisted for 'Community or Primary Care Service Redesign – London and the South' and 'Freedom to Speak Up Organisation of the Year'.

- Congratulations to Shaun Appleton, Consultant Surgeon, who has been successful in securing the role of Vice Lead for National Selection, and subsequently in 2021 and 2022, Lead for National Selection for Higher Surgical Training in General Surgery. This is an excellent achievement for which he should be rightly proud.
- Congratulations to Yasmeen Rabindranath who won the Trust Bake Off Final in October, and thank you to all who entered and helped raise money for Macmillan Cancer Support.
- Staff and visitors to Wycombe General Hospital will see the newly installed 'lift wraps' encouraging people to join the Organ Donor Register.
- Earlier in November we celebrated World Quality Day with activities to raise the profile of quality improvement, including talks and stalls showcasing examples of projects at the Trust from clinical audit, voluntary services and library services.
- It was fantastic to attend the official opening of the doctors' mess at Stoke Mandeville Hospital earlier this month – this is an important space for the doctors to have on the site.
- Congratulations to one of our amazing volunteers, Trevor Hudson, who was shortlisted for the Helpforce Volunteer of the Year Award. Although Trevor didn't win, he was highly commended for his achievements as an A&E Buddy.

Neil Macdonald
Chief Executive

Appendix – Financial Recovery Board and Executive Management Committee

Appendix 1 – Financial Recovery Board and Executive Management Committee

Financial Recovery Board

Financial Recovery Board (FRB) continues to meet on a weekly basis, attended by Executive Directors and chaired by the Chief Executive. The agenda covers cost improvement/savings plan (CIP) performance, the overall financial performance, progress towards achieving recommendations to improve our financial governance processes, ideas generated by our Small Change Big Difference campaign.

Our CIP is currently £16m against a target of £15m; aiming above target is to help manage the risk of schemes not delivering to plan. We are also now looking ahead to the 2020–21 financial year, starting to plan potential CIP opportunities. FRB is also focusing on the financial performance management of four particular areas requiring support: Property Services, Surgery & Critical Care, Integrated Medicine, and Specialist Services divisions. Overseen by the Director for Governance, delivery of the Financial Governance Action Plan is on track and is now reporting by exception following scrutiny by NHS England & Improvement earlier this month.

Executive Management Committee 20 September 2019 to 15 November 2019

Executive Management Committee meets on a weekly basis and covers a range of subjects including early strategy discussions, performance monitoring, consideration of business cases and moderation of risk documentation. The meeting is chaired by the Chief Executive Officer and attended by Executive Directors, Director for Governance, and other key leaders within clinical and corporate services. The following provides an overview of some of the key areas considered by the committee since 20 September 2019.

Corporate objectives

Quarterly reports for the following programmes:

- Continue to improve our culture
 - Listening to the patient voice
 - An organisation that learns
 - Small Change Big Difference
 - Culture of quality improvement
- Implement new workforce models
 - Innovate with new models of care
- Tackle inequalities and variation
 - Build new community partnerships
 - Modernise outpatient services
 - Embed use of accurate data across the Trust
 - Getting it Right First Time and reduce clinical variation
- Enablers
 - Clinical strategy
 - Digital strategy
 - Commercial services

Six-monthly progress summary for Trust Board

Money

Monthly capital, cash and key performance indicators report

Efficiency programme 2019/20

Capital programme quarterly report

Procurement strategy quarterly update

Contract activity and income quarterly report

Drugs expenditure report

Forecast 2019/20

Budget setting 2020/21

Buckinghamshire Integrated Care Partnership financial position

Care Quality Commission Use of Resources update

BHT Charitable Funds proposal

Draft finance strategy

Strategy

Buckinghamshire, Oxfordshire & Berkshire West (BOB)

Integrated Care System (ICS) long term plan

BOB ICS growth agenda

BOB ICS population health

BOB ICS digital report

People

CARE value awards

Freedom To Speak Up Guardian quarterly report

Guardian of safer working hours quarterly report

Bank rates review

Staff survey 2019

Pensions update

Locum rates

Notice period proposal

Quality and Performance

Patient/staff story

Patient voice annual report

Patient experience quarterly report

Medicines optimisation annual report

Women, Children & Sexual Health Services division report

Infection Prevention Control report

Flu vaccination plan 2019/20

NHS Improvement learning disabilities improvement standards report

Care Quality Commission action plan

EU Exit preparations

Integrated Performance Report and exception reports

Endoscopy update

NHS Oversight Framework

Maternity quarterly safety and staffing reports

Seven day services

Community inpatient wards update

Serious incidents report

Non-elective performance update

Endoscopy five year strategy

Governance

Board Assurance Framework
Corporate Risk Register
Summary of internal audit work
List of policies due to lapse in next 6 months
Caldicott & Information Governance Committee
Report writing templates

The following policies have been approved:

- Blood transfusion policy
- Capability policy and procedure
- Safeguarding adults policy
- Safeguarding children policy
- Temporary staffing
- Clinical excellence awards policy
- Policy for the use and release of Person Identifiable Data

Meeting minutes of the following:

- Quality & Patient Safety Group
- Divisional Operational Committee
- Resilience Committee
- Capital Management Group
- Risk & Compliance Monitoring Group
- Human Resources and Workforce Group
- Commercial Development Committee
- Health inequalities and prevention workshop