

**TRUST BOARD MEETING IN PUBLIC**  
**30 SEPTEMBER 2020**  
**CHIEF EXECUTIVE'S REPORT**

**Introduction**

In this report I provide an update on key developments over the last couple of months in areas that will be of particular interest to the Board. Appended to this report is a summary of the Executive Management Committee meetings to provide oversight of the significant discussions of the senior leadership team in other areas.

**Trust vision**

The last couple of months have been a time to take stock of where we are in our recovery from the peak of the pandemic and look ahead to the more longer term future. Since March 2016, our vision as an organisation has been 'We want to one of the safest healthcare systems in the country'. This has served us well on our journey from being rated 'Requires Improvement' by the Care Quality Commission, to 'Good' in 2019. We now need a vision that reflects our current ambition to become an 'Outstanding' organisation offering excellence in the care for our patients, the services for our community, and the working environment for our colleagues. To this end, we have developed a new vision for the Trust:

'Outstanding care, healthy communities, and a great place to work'

We have also launched a programme of engagement with our colleagues Trust-wide to get their perspectives on our current mission statement of 'Safe & compassionate care, every time'; I look forward to updating in due course as this develops.

**COLLABORATE: Provide outstanding, cost-effective care**

Significant collaboration and effort has gone into preparedness for the coming period over winter. The Buckinghamshire Winter Resilience Plan has been prepared as an Integrated Care Partnership, supported by a detailed action plan for each partner organisation. The key partners across Buckinghamshire will ensure their services and workforce are resilient, have sufficient capacity to deliver safe, high quality care in the most appropriate setting, and promote prevention. The approach this year is governed by five principles: patient outcomes; prevention; avoiding attendances; avoiding admissions; and safe and efficient discharge. Further details will be discussed later in the Trust Board agenda.

Alongside this plan our operational and clinical teams have also been working on a COVID-19 second surge plan – our preparedness for the possibility of a second wave of infections. Our business continuity plans have been reviewed and updated since the first wave where necessary, and we have included learnings from the first wave as well as feedback from a staff survey, including around: improving management of staff redeployment; building on the positive response to our internal communications; and enhanced support for 'high-risk' individuals in line with the health inequalities agenda.

In the last couple of months we have been able to ease some of our visitor restrictions in line with the necessary ongoing infection prevention and control (IPC) measures, and appreciate the public's continued patience while these restrictions remain in place.

In July and August we saw increasing attendance in our emergency department recording 6,530 and 6,791 attendances respectively. Our performance against the 4-hour target remains challenging, reporting 85.9% and 84.1% in the same months, due to the fine balance between attendances and reduced capacity due to the IPC limitations. However, I am delighted to report that we have been successful in our bid for £15 million of capital funds to build a two-storey paediatric emergency department and inpatient area on our Stoke Mandeville site. Not only will this allow a dedicated area for our paediatric patients, it will also create more capacity in the existing emergency department to develop an area for 'same day emergency care'. These works will begin at pace this financial year and should be completed by March 2021. I look forward to the improvements these will make to the patient experience for those unfortunate enough to require urgent care.

Our joint Recovery & Renewal Board with the Buckinghamshire Clinical Commissioning Group continues to oversee the safe and effective restoration of our services. A few weeks ago we received guidance from NHS England & Improvement for 'Phase 3' of our collective response to the COVID-19 pandemic. This guidance included requirements to restore the number of patients we are able to see and treat to levels similar to those of the same time in 2019/21. Since receiving this guidance, we have been working very closely with our colleagues in the Buckinghamshire, Oxfordshire & Berkshire West Integrated Care System (BOB ICS) to maximise the use of our collective resources, and come up with innovative solutions to increase capacity to achieve this within the limitations of the necessary IPC measures.

In October we will launch 'Think 111 First'. This has been piloted in Portsmouth over the summer and we will be one of the early regional implementers. This programme will try and drive much more activity to an enhanced 111 service which will have an expanded range of service offerings to give direct access to the public – for example, community pharmacists, GPs, our community services or even directly to a clinical specialty. Crucially, this will also have the provision for non-emergency patients to be triaged by 111 and for a slot to be booked if an appointment in the Emergency Department at Stoke Mandeville or the Urgent Treatment Centre at Wycombe is appropriate. These are big changes to the current practice which should enable patients to access the right care in the right place more quickly.

Earlier this month it was announced that central funding would be made available until the end of this financial year to support the first six weeks of patients' discharge care packages, with the aim of ensuring that no patient who is medically fit to be discharged should remain in a hospital bed whilst assessments are undertaken about their future care needs and funding. This is very welcomed news and should greatly improve patient experience at a time when they no longer need to be in hospital.

In 2019 we won a bid to be one of seven accelerator sites in England in the national Ageing Well programme. Although this was stood down with the onset of the COVID-19 emergency, the Trust was allocated funding to deliver new or enhanced models of care for 2020-21 in the spirit of the programme. We are piloting an enhanced therapy-led two-hour urgent community response for people at home, to help prevent hospital admissions; and an enhanced multidisciplinary community response and therapeutic interventions in care homes, to help improve care and avoid residents attending hospital. These programmes will support our ambition to deliver care closer to home.

#### **ASPIRE: Take a leading role in the community**

Our engagement with the public and our communities on the changes that we had to make during our response to the first wave of the COVID-19 pandemic continues. There is now an online survey for all residents of Buckinghamshire to give their feedback and I would urge any residents of the county and Trust colleagues to give us your thoughts by completing this.

Together with Healthwatch Bucks we will be hosting a series of webinars for the public to ask questions of our multidisciplinary clinical teams – the first of these will focus on cancer and elective services – look out for more details on these in due course.

We are working closely with partners in the region, particularly public health colleagues in Buckinghamshire Council, to closely monitor the incidence of COVID-19 in the local area to inform our ongoing preparedness for any increases in the coming months.

Following our high levels of recruitment to the COVID-19 RECOVERY trial, we are pleased to have launched recruitment to the Public Health England SIREN study, one which is monitoring COVID-19 incidence and antibody prevalence in NHS healthcare workers. We are also playing a vital role in a major trial to see if bio-detection dogs can sniff out coronavirus in humans; as of Friday 18 September 2020, the Trust was the top recruiting site and currently has more than 200 members of staff involved in the trial. Led by the London School of Hygiene & Tropical Medicine in collaboration with the charity Medical Detection Dogs and Durham University, the trial will determine whether dogs could be used as a new rapid, non-invasive diagnostic tool for the virus. The first phase is funded by the Department for Health and Social Care. The researchers are collecting samples from volunteer NHS staff and members of their households from 11 NHS trusts (as of August 2020), who are due to be tested for COVID-19.

#### **RESPECT: Ensure staff are safe, supported and listened to**

As we prepare for the coming months, we are acutely aware of the importance that we as an organisation do our utmost to look after all members of staff.

Since the first wave of the pandemic in which we put in place on-site COVID-19 polymerase chain reaction (PCR) testing, we have maintained this service enabling rapid turnaround of results for our patients. This service remains open to any colleagues or their household members should they develop COVID-19 symptoms, to enable those who test negative to return to work as quickly as possible.

We are launching our People Wellbeing Winter Support plan – a programme of support available to all our colleagues over the coming months to help us look after our physical and psychological wellbeing. This includes an array of different types of support, including the #HAY (How Are You) campaign, Team After Event Reflection for debriefs following particular events at work, our Freedom To Speak Up Guardian, mindfulness sessions, and much more. I would encourage colleagues at all levels in the organisation to take a look and perhaps try something new, to help build and nurture our resilience.

Board members will be aware of the national news regarding the increase in influenza vaccinations planned for this winter. At the Trust we are launching a robust flu campaign to offer vaccination to all members of staff, including those currently working from home, and our aim is 100%. We are exploring a digital solution for capturing consent and recording vaccinations, and supporting the campaign will be dedicated peer vaccinators and flu nurses. I will report progress against our target in forthcoming reports.

We are continuing to hold regular CEO and Chair drop-in sessions open to all members of staff. These offer us insights into the things that really matter for our colleagues and where we might not quite be getting things right.

A key priority for us remains recruitment, particularly of nurses, and we have launched a new website dedicated to recruitment. We are continuing our international recruitment of nursing staff from Portugal through an existing partnership, and will be delighted to welcome 25 new colleagues over the next three months. We have also been working in partnership with an Occupational English testing company to bring testers on-site to ensure 34 international nursing staff can complete their training and registration as qualified nurses.

We are also very keen to provide opportunities to encourage young people to join the healthcare industry and have launched a kick-start programme for young people interested in being healthcare assistants (with five already signed up). We are restarting work experience virtually, and are widening the scope of apprenticeships for new and existing staff. We are offering partners of staff members career skill training and coaching, and, together with Buckinghamshire Council, are looking at opportunities to support local people who have been made redundant or been furloughed.

As new starters join the Trust we are continuing to support all members of staff to complete a personal risk assessment to ensure their safety at work, and support them through Occupational Health as needed.

#### **ENABLE: Maximise opportunities and learning**

I was pleased to see the pilot of improvement huddles taking place in two areas within the Trust – financial control, and St Patrick's ward. These have been successfully implemented in pharmacy, empowering teams to make small but meaningful improvements in their day-to-day working, as well as being a transparent mechanism to convey priorities to fellow colleagues in the organisation. Thank you to those taking part – I look forward to seeing and experiencing the evolution of these as they expand across the organisation over the coming months.

We are starting the rollout of Windows 10 and new laptop/computer devices for every member of staff to enable them to work as efficiently as possible and in an agile way where appropriate. This is a significant step in the programme of maturing our digital infrastructure at the Trust, and is made possible by very welcome investment from external funding as well as capital funding from NHS England & Improvement.

As always we continue to learn from feedback from patients and service users through excellence reporting and our Patient Advice and Liaison Service (PALS) and formal complaints process. In the last few weeks we have seen a noticeable increase in the number of formal complaints and enquiries coming to PALS; a common theme is delays or issues with appointments. We recognise that there are many who have had appointments postponed or delayed over the last few months and appreciate the impact of this – we are grateful for the public's ongoing patience while we prioritise patients according to clinical need.

#### **Financial reporting**

For Month 5 year-to-date we are reporting break-even in line with NHS England & Improvement (NHSE/I) planning guidance. This includes Covid-19-related expenditure totalling £15.5m to date. In September we received further planning guidance including our financial allocations for 2020-21. Further details will be covered later in the agenda by the Director of Finance.

#### **Proud to be BHT**

Earlier this month we unveiled a new Organ & Tissue Donor memorial in Stoke Mandeville Hospital. Helping celebrate the opening was Sue, whose son was a donor eight years ago. Sue shared her son's donation story and spoke fondly of the organ donation team that supported her through honouring her son's decision to donate. Created by Northamptonshire artist Noel Blakeman, the memorial is dedicated to those who have given the gift of life through organ and tissue donation. The design is a lightbox that symbolises the journey of a donor organ from being kept alive by machines to living on in the new body.

Congratulations to our Trust research team who have been shortlisted in this year's National Institute for Health Research Clinical Research Network Thames Valley and South Midlands staff awards. The team has made an enormous contribution to the COVID-19 research portfolio and thanks to their efforts we are in the top 10% of all trusts nationally that recruit participants for research studies. Nominees shortlisted for an award are: Dr Raha West (Outstanding Principal Investigator), Katarina Manso (Research Nurse of the Year), Nicola Bowers

(Outstanding Research Team Leader), and Christa Dyson (Outstanding Research Champion (patient)). Winners will be announced on 30 September.

Commendations also go to the National Spinal Injury Centre (NSIC) team who have been shortlisted for two Nursing Times Workforce Awards: Best Workplace for Learning and Development (under 1,500 nursing staff) and Workforce Team of the Year. The entry was in relation to the NSICs Standard Operating Procedure 'Assessing registered nursing staff following a medication administration incident'. This project started in January 2019 and has been a multi-disciplinary team collaboration proven to be very useful by promoting a culture of reflecting on learnings from incidents. This has raised awareness of recurring themes and enabled learnings to be shared across the NSIC.

Our thanks to local artist, Becky Gouverneur, who has very kindly completed and donated ten charcoal portraits of frontline Buckinghamshire Healthcare NHS Trust staff. The portraits were Becky's way of saying thank you to the staff in the NHS and particularly to those in her local area. Staff were invited to submit an image of themselves in their personal protective equipment from which Becky selected ten members of staff to receive a portrait.

**Neil Macdonald**  
Chief Executive

Appendix 1 – Executive Management Committee and Transformation Board

## Appendix 1 – Executive Management Committee

### Executive Management Committee 21 July to 15 September 2020

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. During recent months this has also included important updates relating to our Covid-19 pandemic response. 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 21 July 2020.

#### **Quality and Performance**

Infection Prevention & Control (IPC) excellence implementation  
 IPC monthly and annual reports  
 Integrated Performance Report and exception reports  
 Non-elective performance update  
 Safe staffing  
 Maternity safety report  
 Cancer services report  
 Serious Incident report and action tracker  
 Patient harm and safety surveillance  
 Integrated safeguarding report  
 Recovery and renewal programme  
 Ophthalmology recovery  
 Spinal services  
 Patient Experience Report  
 Patient story  
 Health Protection Board report  
 Ageing Well business case  
 Draft clinical audit plan 2020/21  
 Medicines management quarterly report  
 Paperless reporting in radiology  
 Digital PathLake network project  
 Laboratory information management system  
 National Audit for Care at the End of Life report  
 Organ donation and transplant report  
 Ethics Committee update  
 Record keeping audit  
 Winter resilience plan  
 Think 111 first report  
 Draft quality accounts 2019-20  
 Endoscopy 7-day working  
 Clinical audit report, including national audit results

#### **People**

Review of mileage for community staff  
 Staff support  
 Guardian of safer working hours report  
 Freedom to speak up guardian report  
 Equality, diversity & inclusion annual report  
 Staff survey 2020  
 Staff wellbeing people support plan  
 Publishing facility time

#### **Money**

New business case process  
 Contracts approval schedule  
 Efficiency programme  
 Monthly finance report  
 Capital plan  
 Covid-19 cost-tracking  
 Buckinghamshire Integrated Care Partnership (ICP) financial position  
 Forecasts for 2020-21  
 Procurement strategy update  
 Transformation update and resourcing  
 Cost improvement programme quality impact assessment assurance report

#### **Strategy, Estates & Commercial**

Trust strategy  
 Health & wellbeing strategy  
 Community responsibilities  
 Buckinghamshire ICP digital plan  
 Estates strategy  
 Estates performance report  
 Charity strategy

#### **Governance**

Corporate risk register  
 Compliance with legislation  
 Minutes from the following:

- Nursing midwifery and allied health professionals board meeting
- Divisional operational committee

The following policies were approved:

- BHT Pol 141 – The dissemination and implementation of Safety Alerts received via the Central Alerting System (CAS)
- BHT Pol 095 – Handling of Healthcare Waste Policy
- BHT Pol 021 – Policy on Responding to Concerns, Complaints & Compliments
- BHT Pol 147 – Charitable Funds Investment Policy
- BHT Pol 069 – Medical Devices Policy
- BHT Pol 136 – Policy for the Use of Lasers, Intense Light Sources & UV