

Meeting: Trust Board Meeting in Public

25 January 2023

Agenda item	Chief Executive's Report
Board lead	Neil Macdonald, CEO
Type name of author	Chloe Powell, CEO Business Manager
Attachments	Chief Executive's Report Appendix 1 – CARE value award winners Appendix 2 – Executive Management Committee and Transformation Board Appendix 3 – Place & System Briefing
Purpose	Information
Previously considered	None

Executive Summary

This report aims to provide an update on key developments over the last month in areas that will be of particular interest to the Board, covering both Trust activity as well as that done in partnership with local organisations in Buckinghamshire (Place), and as part of the Buckinghamshire, Oxfordshire & Berkshire West Integrated Care System (BOB ICS).

Appended to this report is a list of the winners of our monthly CARE value awards (Appendix 1), a summary of Executive Management Committee and Transformation Board in the last two months to provide oversight of the significant discussions of the senior leadership team (Appendix 2), and a Place & System Briefing (Appendix 3).

Decision	The Board is requested to note the CEO report.
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Relevant Strategic Priority

Outstanding Care <input checked="" type="checkbox"/>	Healthy Communities <input checked="" type="checkbox"/>	Great Place to Work <input checked="" type="checkbox"/>	Net Zero <input checked="" type="checkbox"/>
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Implications / Impact

Patient Safety	Highlights activities in place to support high quality patient care
Risk: link to Board Assurance Framework (BAF)/Risk Register	Links to all strategic objectives of the BAF and highlights any risks of note to the Board
Financial	Provides an overview of the Trust financial position
Compliance	Updates on any changing or new legislation or regulation of relevance to the Board.
Partnership: consultation / communication	Highlights partnership activities at Place and System
Equality	Highlights activities regarding equalities where relevant, including equality standards and health inequalities
Quality Impact Assessment [QIA] completion required?	Not required for this report

Chief Executive's Report

National context

On 23 December we received '2023/24 priorities and operational planning guidance' which sets out guidance for our planning approach into the new financial year. We have begun our business planning for the year ahead and will ensure it aligns to the requirements set out.

Earlier this month, the government announced £200m funding for discharging patients from acute hospital beds into 'step-down' beds in order to improve patient care and flow of patients through hospitals. This should reduce the numbers of people fulfilling the 'medically optimised for discharge' criteria, which members of the Board will be aware is currently particularly high for our organisation. This funding is in addition to the previously announced Adult Social Care £500m Discharge Fund. We are working with colleagues in the Buckinghamshire, Oxfordshire and Berkshire West Integrated Care System (BOB ICS) to access our share of this funding.

Outstanding care

Key performance data are reported through the Integrated Performance Report and supporting narrative provided. Like the national picture, we continue to experience significant pressure in our Emergency Department and as a result have declared 'critical incident' on two occasions in the past couple of months. We recognise the experience of many patients and service users is at times not what we aspire to provide and appreciate the continued patience of members of the public. Key safety metrics are tracked at an Executive level and there are several activities ongoing designed to try to improve the situation, including but not limited to:

- Olympic Lodge has been reopened to provide up to 32 beds for patients who no longer require care in the acute inpatient setting, but for whom the appropriate onward care environment is not yet available.
- We are also partnering with HomeLink Healthcare, a community service who provide care at home for patients discharged from hospital.
- We are continuing to expand our virtual ward capacity ahead of trajectory and are looking to maximise the number of patients we can safely care for in their own homes via this route.
- Our adult community teams are working directly with our Emergency Department to identify patients who are seeking urgent care but do not require acute care provision.
- Our new Paediatric Emergency Department opens in the coming weeks, which will provide greater capacity and an improved environment for our youngest patients, as well as releasing space in the existing emergency department.

Congratulations to our Blood Sciences Laboratories (Haematology, Blood Transfusion, Biochemistry and Immunology) who have received accreditation from the United Kingdom Accreditation Service (UKAS). Our biomedical scientists and laboratory colleagues have worked very hard over recent years to align all processes with new ISO standards of quality.

We are delighted to recognise that five more nurses across our organisation have been awarded the title of Queen's Nurse, which is awarded to individual nurses who have demonstrated a high level of commitment to patient care and nursing practice. As an integrated acute and community NHS trust, it is particularly pleasing to note that all five of our locality leads now hold this prestigious title.

Congratulations also go to Dr Kumar Pannikar, Consultant Anaesthetist, who has been awarded one of the Association of Anaesthetists' most prestigious awards, the Evelyn Baker Medal which recognises 'the unsung heroes of anaesthesia'. Dr Pannikar was nominated by his colleagues here at BHT and the nomination is a heart-warming read describing his leadership in critical care and medical education.

The BOB ICS and all providers in the Thames Valley (led by Oxford University Hospitals NHS Foundation Trust) were successful in securing the first wave of funding for the Thames Valley and Surrey Secure Data Environment. This is a 'trusted research environment' with the aim of establishing and maintaining an ecosystem of data-sharing between health organisations and researchers.

Commendations to our ophthalmology service who have been ranked as 3rd highest NHS provider in terms of volume in a national ophthalmology database audit earlier this year. Our Trust had the lowest complication rate of any high-volume NHS provider; this in the context that 47% of these lists were trainee lists.

The Care Quality Commission has published the results of its 2022 Maternity Survey. This annual survey looked at the experiences of women and other pregnant people who had a live birth in early 2022. Trust-level reports are available via the NHS surveys website [here](#).

At month 9 we remain on trajectory to hit our financial plan at the end of the year.

Healthy communities

We continue our vaccination campaign for both influenza and COVID-19 for our colleagues. Over the past few weeks we have seen a notable increase in both numbers and acuity of patients presenting with respiratory illnesses, with particularly high demand in paediatrics.

Buckinghamshire's response to the Levelling up agenda, Opportunity Bucks, officially launched in early December. This is an extremely important programme bringing together the expertise and resources of multiple organisations in the county, including local authority, health and the voluntary sector, to focus on improving the lives and living conditions of the most vulnerable in our communities.

I was fortunate to spend a day with colleagues from the South Central Ambulance Service between Christmas and New Year to see first-hand the current challenges and demands on their services. It was also an important opportunity to discuss ways that we might be able to work differently in the current extreme demand for emergency services.

Great place to work

We recognise the extreme pressure that our colleagues have been working under particularly during the last couple of months; and coupled with this have seen a high level of sickness absence as reported in the Integrated Performance Report. We have been enhancing our wellbeing support and expanding colleagues' access to food on-site, including a £1 jacket potato + beans lunchtime offer at our larger sites. Our cost of living support package remains available to all colleagues, and we continue to welcome feedback from colleagues regarding what more we can do as an employer to provide support.

We were pleased to welcome Dr Paul Sadler, Postgraduate Dean for Wessex and Thames Valley and the South East region, to discuss medical education in our Trust and how we are working with our partners in the system. We talked about some of our current challenges such as with some of our estate, and Dr Sadler shared with us some of Health Education England's future plans.

Earlier this month our education team launched '[Step into the NHS](#)' – a competition for school pupils to discover the opportunities that a career in the NHS could offer them.

In partnership with Buckinghamshire Culture, we were delighted to unveil a new art installation in Stoke Mandeville Hospital, located near to our Emergency Department. The artist, Kerry Lemon, was jointly commissioned by the Rothschild Foundation and Buckinghamshire Council

and worked with several of our patients, service users and colleagues, to use the creative arts to support the wellbeing of people in a healthcare setting.

Finally, I was delighted to spend time in the days leading up to the Christmas weekend, together with my Executive colleagues, visiting teams and individuals working across all of our Trust sites to show our appreciation for the incredible work they do throughout the year.

Appendices

Appendix 1 – CARE value awards

Appendix 2 – Executive Management Committee and Transformation Board

Appendix 3 – Place & System Briefing

Appendix 1 – Trust CARE values awards

I am delighted to share this summary of the winners of our Trust CARE value awards. Every month from all nominations received from colleagues and members of the public, the Executive Management Committee award four winners, one for each of four categories, which are: Collaborate, Aspire, Respect, and Enable.

November2022

Category	Name	Role	Nomination	Nominated by
Collaborate	Various	Lung CNS team	During the times Acute oncology struggled with staffing due to sickness and other pressures, the lung CNS team as whole were super flexible and agreed to see/review patients admitted in acute areas. These patients were not necessarily diagnosed with lung malignancies, yet they felt this was not a challenge for them and were happy to support. Collaborating at this level helped to speed discharges, support oncology patients and take some pressure off the Acute Oncology team. I am very thankful for the support and teamwork the CNS team provided to my team.	Staff
Aspire	Amy Kelly	Physiotherapist	Amy has been incredible with my 7-year-old son. He was very nervous going for his first session after breaking his elbow, but she made him feel so at ease and so comfortable. Amy has kept him engaged and made his sessions fun and he really enjoys going. She has made such a positive difference to his recovery and I know he will be gutted when his sessions end. She is very kind, caring and knowledgeable and is amazing at her job. We could not have asked for a better experience. Thank you, Amy.	Patient Relative
Respect	Sinead Dossett	Student Nurse at Bucks New University. On placement on St. George's Ward National Spinal Injuries Centre	Sinead is a third-year student nurse, on her penultimate placement before qualifying. She has been impeccable throughout her placement, but most importantly her character epitomises our trust values. For the last two weeks, as her mentor, she has participated on consultant ward rounds, unfortunately on each ward round a specific patient has received devastating news on their prognosis and potential recovery. Sinead showed valour as a student to listen to what was explained, and instantaneously acted upon this, showing compassion towards the patient I have never seen in 17 years as a health care professional. Her support to the patient as a student nurse following such a difficult consultation is something she should be incredibly proud of, and something the trust can celebrate in nurturing and mentoring this student nurse, and I feel she has a prosperous career as a nurse going forward.	Staff
Enable	Karen Avery and the Learning management system team (Luke Baker, Kevin Kendall)	iAspire team Education, Training & Development	This team managed to successfully implement a new Trust wide Learning Management System to replace the old ESR, NLMS in a very tight deadline. Karen & her team have done this while working hard to maintain the existing NLMS system, supporting delivery & reporting of our non-medical Appraisals on a new platform, manage stakeholder buy-in and manage the day to day financial support of the department. The implantation was originally going to be managed by an external Project Manager, but Karen & the team pulled together and managed to do this without the additional expense and the delay of having an external resource. The collaboration with other teams such as the ESR and workforce data team, HR best practice team and IT helped to implementation this large trust	Staff

	& Haroon Hussain		wide project smoothly and successfully. Additionally, they have worked hard with IT & national teams to support the integration of ESR with our own iAspire system to not only become one of the country's first few Trusts to have ESR integrated with 3rd party systems but also to create a single system for all our Learning, Performance, on-boarding & Talent management needs.	
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Executive Management Committee and Transformation Board

Executive Management Committee (EMC) 29 November 2022 to 10 January 2023

The Executive Management Committee meets three times a month and covers a range of subjects including progress against our strategic aims, performance monitoring, oversight of risk and significant financial decisions. The meeting is chaired by the Chief Executive Officer and attended by Executive Directors and leads from the clinical divisions. The following provides an overview of some of the key areas considered by the committee over the last two months.

Quality and Performance

Cancer 62-day performance
Winter performance
Health rosters
Neurodevelopmental pathway
Care Quality Commission action plan
Annual Report for the Buckinghamshire Clinical Interface Group
Written Statement of Action
National operating plan and guidance update

People

Preparedness for industrial action
CARE value awards
Autumn vaccination programme
Temporary staffing
Freedom to Speak Up Guardian mid-year report

Money and Estates

Annual business plan, capital plan and capital programme 2022/23
Monthly finance report
Waivers of Standing Financial Instructions
Clinical Negligence Scheme for Trusts maternity incentive scheme

Digital and Governance

Community Electronic Patient Record
Data security and protection toolkit
External reviews
Trust policies summary
Corporate risk register
Board Assurance Framework
Internal audit report
Alternative Pension Contribution policy
Minutes from EMC sub-committees

Transformation Board

Transformation Board is an Executive-level meeting with clinical and operational leads from across the Trust and is dedicated to strategic projects and oversight of delivery of the operating plan. It meets on a monthly basis covering transformation portfolio updates, strategic business cases, and quality improvement.

Transformation Board was cancelled in December 2023 due to significant operational pressures. In January 2023, the time was used to hold a Senior Leadership Team away half day to discuss strategic business planning for 2023/24.

Place and System Briefing

January 2023

Buckinghamshire Integrated Care Partnership (ICP) System Leaders meetings 6 December 2022 and 10 January 2023

Item	Summary	Impact
National issues	<p>Increased demand on healthcare services relating to Strep A, and the support being made available to concerned colleagues.</p> <p>Operational pressures in paediatrics.</p> <p>Industrial action impacting neighbouring NHS trusts.</p> <p>NHS planning guidance has been published and will be discussed in greater detail in February.</p> <p>National discharge funding has been confirmed to be recurrent for two years.</p>	<p>Significant operational pressures particularly in paediatrics due to Strep A prevalence and concerns.</p> <p>Planning guidance provides direction for BHT's business planning for 2023/24, with some specific measures/targets which we now need to map a route to attaining.</p> <p>Recurrent nature of discharge funding allows more strategic decisions to be made.</p>
System issues	<p>Discussed in detail Buckinghamshire's principles for use of short-term NHS discharge surge funding. Place Managing Director will prepare proposals for possible models.</p> <p>Also discussed current discharge improvement activities and escalation procedure.</p>	<p>Additional discharge funding should enable faster discharge of patients to the most appropriate environment for their ongoing care, and as a result help to improve flow of patients through the acute setting.</p>
ICS development	<p>Discussed engagement for the Buckinghamshire Integrated Care Partnership strategy which is currently open and closing at the end of January 2023.</p> <p>Buckinghamshire, Oxfordshire & Berkshire West Integrated Care Board have published their organisational structures.</p> <p>Planning Place-based Partnership launch for Q1 2023/24; discussed importance of ensuring it does not duplicate existing governance.</p>	<p>The Buckinghamshire Place-based Partnership will bring together local leaders to focus on delivery and decisions around specific priorities for the county; these priorities will be aligned with BHT's existing strategic activities.</p>
Health and care integration programme	<p>Proposal for deployment of national Adult Social Care Discharge Fund monies and commitment to report back on the return on investment.</p> <p>Noted the importance of recognising the contributions of colleagues and celebrate the good progress being made on this programme.</p>	<p>Funding received through Adult Social Care Discharge Funding will support the costs of this programme.</p>

Buckinghamshire, Oxfordshire and Berkshire West Integrated Care System (BOB ICS) System CEO
Group 7 December 2022 and 4 January 2023

Summary	Impact
Discussions regarding: <ul style="list-style-type: none">• BOB Integrated Care Board• System financial position, including discharge funding• View from local government	Activities and decisions taking place at a system level will impact on the Trust.