

Chief Executive's Report

National context

At the end of January, NHS England [published](#) their two-year 'Delivery plan for recovering urgent and emergency care services'. This plan sets out ambitions regarding increasing capacity, growing the workforce, speeding up hospital discharge, expanding new community services, helping people access the right care first time, and tackling unwarranted variation. We have been working through the detail of this plan to factor it into our business planning for the next financial year.

Outstanding care

Key performance data are reported in the Integrated Performance Report with supporting narrative. Although the relentless operational pressure of the period from December to January appears to have eased somewhat, we do continue to experience very high demand for both our community and acute services.

In recent weeks, the pressures in urgent and emergency care have been the subject of national press; against this, colleagues have been working tirelessly to continue to deliver our other healthcare services including outpatients appointments, planned ('elective') care and maternity and community services.

As we approach the start of the new financial year, significant detailed planning and preparation, particularly by our leadership and corporate support teams, is going into our business planning for 2023/24. As part of this, we will be focusing on a small set of 'breakthrough objectives', so-called because we believe achieving them next year will set us on the path to achieving our longer term multi-year goals and, ultimately, our Trust vision. These have been developed and debated by our senior leadership team and will be launched Trust-wide in March. A more detailed report will follow next month.

At month 10 we remain on trajectory to hit our financial plan at the end of the year.

Healthy communities

We are fortunate to have a number of outside spaces and gardens in various pockets on our Trust sites and we have previously acknowledged as a Board the invaluable support we receive from our local community in making these into welcoming spaces for patients to enjoy or for colleagues to take a rest during their working day. I would like to extend my sincere thanks to the Chiltern Rangers who have transformed the Stroke Unit garden at Wycombe Hospital, providing a brilliant space for patients to use as part of their recovery and rehabilitation.

Great place to work

Over the last few weeks we have launched our [public campaign](#) against violence and aggression, including videos from colleagues published through our social media pages. While we fully appreciate and understand the frustration that members of the public and patients may feel if experiencing long waits or delays to their appointments, in light of the substantial increase in incidents of violence and aggression against our colleagues when at work, we are taking the opportunity to remind anyone using our services that there is **no excuse for abuse**, and it will not be tolerated. This applies in our acute hospital sites, community services, or when we are delivering healthcare in people's homes.

We have also been reinforcing our internal policy against unacceptable behaviour so that all colleagues know how to access support and intervention should they find themselves experiencing such behaviour. We have increased our offering for conflict resolution training and are trialling body cameras for colleagues in our Emergency Department reception.

On Friday 17 February it is Random Acts of Kindness Day, a national initiative run by the [Random Acts of Kindness Foundation](#). At BHT, we took the opportunity to encourage colleagues to send digital wellbeing cards and offered coffee vouchers to take up as self-care or gift to their colleagues.

Earlier this month was National Apprenticeship Week. We offer a wealth of apprenticeships through our organisations, both clinical and non-clinical, and for colleagues at all levels of their career. I was pleased to be able to spend some time with colleagues at varying stages of the nursing apprenticeship pathway, and to learn more about the support we offer our colleagues while they complete their courses. Since 2017, >600 colleagues have enrolled on a clinical or non-clinical apprenticeship. It was wonderful to celebrate some of these individuals at a celebration during the week.

Finally, our Health & Wellbeing team are offering support to any colleagues impacted by the devastating earthquakes in Turkey and Syria, and we have published links to local and international organisations if colleagues wish to make donations.

Appendices

Appendix 1 – CARE value awards

Appendix 2 – Executive Management Committee and Transformation Board

Appendix 3 – Place & System Briefing

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.

December 2022

Category	Name	Role	Nomination	Nominated by
Collaborate	Sue Eddy	Palliative Care Specialist Physiotherapist	<p>Sue Eddy is a palliative care specialist physiotherapist with an extra interest in Motor Neurone Disease (MND). Below are comments from her colleagues that inspired me to commend her for a Care Award.</p> <ul style="list-style-type: none"> Sue in her current role is able to smooth over the transition from ward to home and ensure that the patient is ready or appropriate to be discharged from hospital. She is then in the unique position of being able to follow them up at home. Patients with these conditions often have very complex needs and for successful management of their condition it is crucial to have someone like Sue who can look at these needs holistically, with the breadth of understanding of the condition, which frequently includes mobility, pain management, neuro management, complex respiratory care including NIV, and ultimately advanced care planning and end of life care too. Without Sue's role there simply isn't anyone who is able to offer this depth and breadth of support and treatment to this group of patients and their families. Louise Waters - Advanced Respiratory Physiotherapist The role Sue provides is far larger than one person should ever be able to deliver, providing invaluable expert clinical input, consistency and support to patients, their families and other healthcare professionals. In my personal experience Sue has been an amazing support, has been available for advice and at times has attended acute wards to support when a patient known to her is having difficulties. Sam Burden - Advanced Respiratory Physiotherapist <p>Sue is amazing, her work has inspired relatives and the community to fundraise for extra working hrs so that more patients with MNS can access this special treatment and care only Sue can provide in BHT and in the community.</p>	Staff
Aspire	Najma Ahmed	Ward Clerk, ICU, Wycombe Hospital	<p>After participating in the Lean Training by the Quality Improvement team, Ward Clerk Najma Ahmed took the initiative and the opportunity that her department was swapping paperwork over to a new computer system to organise all the wards documentation. WC Ahmed contacted upper management, finance and HR department for permission. And then, page by page, she organised every document, some of which was over twenty years.</p> <p>After nine months of work:</p> <ul style="list-style-type: none"> Doctors and Sisters office were cleared Drawers are organised, and essential documents are easy to find 	Staff

			<ul style="list-style-type: none"> • Store room was cleared - this provided space for the staff individual PPE clearing space in their lockers for personal items. WC Ahmed took the opportunity to clean and organise each locker and create a new key system • Folders are organised with the date of destruction to provide continuity. • Training staff had their paperwork organised - e.g., the hand hygiene team only carries two folders in the department instead of three boxes. • Hallways cleared of cabinets. • Two cabinets were freed <p>WC Ahmed continues her work, assessing all paperwork monthly to prevent over-accumulation. Her fantastic accomplishment in her unit prevented duplication, waste of inventory, and over-processing, facilitating her departments flow and her teams work.</p>	
Respect	Zarina Khan	Community staff nurse/ case manager, Wycombe Adult Community Healthcare Team	Zarina went above and beyond on christmas day. She stayed beyond her hours to ensure that a lady at the end of her life passed away with comfort and dignity. The passing of the patient was unexpectedly rapid and Zarina ensured that all injectable medications were in place and administered to keep the patient comfortable and pain free. Zarina stayed with the family beyond the passing of the patient in order to support the grieving family. Zarina always puts her patients first and is remarkable with palliative patients and I feel she deserves recognition for this.	Staff
Enable	Marcello Leonardi	Workforce Information Team Lead	<p>Marcello agreed to travel over to Stoke Mandeville to assist a colleague, who had little IT experience, to register for Wagestream and create an account (this is the company who allow you to stream a partial advance from your wages).</p> <p>When Marcello arrived, he soon discovered that the employee did not have the access rights to be allowed to download the App to his work phone, so Marcello contacted a few different IT Leads and managed to sort everything that was needed in order to allow the access. Marcello was then able to set up the account and show the functionality of how Wagestream works so they would be able to use the system independently in the future.</p> <p>This enabled our BHT colleague to be able to take responsibility for their finances.</p>	Staff

Executive Management Committee and Transformation Board

Executive Management Committee (EMC) 24 January to 14 February 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

Integrated Performance Report
Winter performance
Vaccination programme
Business continuity plans
Maternity safety report
Infection, prevention & control (IPC) report
On holds
78-week recovery

People

Trust-wide communications plan
Mental health nursing
CARE awards
Integrated Medicine nursing workforce establishment
Workforce appreciation

Money and Estates

Business planning 2023/24
2023/24 Capital report
Monthly finance report
Efficiency plan

Digital and Governance

Senior Information Risk Owner (SIRO) and Caldicott
Guardian report
Funding the digital strategy
Multi-factor authentication
Organisation risk report:

- Corporate risk register
- Board Assurance Framework

Compliance with legislation
Internal Audit annual plan
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.

The next Transformation Board will take place on Tuesday 21 February and a summary provided in next month's report.

Place and System Briefing

February 2023

Buckinghamshire Place-Based Partnership Leaders meeting

14 February 2023

Item	Summary	Impact
National issues	Discussed the NHS England delivery plan for recovering urgent and emergency services	Successful, efficient delivery of the measures detailed in this guidance will require close working with partners in Buckinghamshire.
System issues	Discussed the Bucks Health and Care Academy and GP support for care homes. Considered for approval an updated Operational Pressures Escalation Levels (OPEL) framework for Buckinghamshire, following approval by the Buckinghamshire Urgent & Emergency Care Board.	The OPEL framework has been updated to increase consistency between the three Places within the BOB ICS. It will be further updated in due course to better reflect some of our community services.
ICS development	Reviewed a proposal for developing the 'Buckinghamshire Executive Partnership' (EP). The proposed EP membership would include Chief Executives from the Council, BHT and Oxford Health NHS Foundation Trust, as well as Executive-level leads for children's services, primary care, public health, and adult social care.	The focus for the EP would be delivery of the existing Place priorities regarding hospital discharge, admission avoidance, mental health, primary care, health inequalities and children's services.
Health and care integration programme	Received an update on progress of this programme and considered decisions regarding how to spend national discharge funding.	The success of this programme remains critical for improving the flow of patients through the acute hospital sites and creating urgent and emergency care capacity. All partners recognise the importance of delivering a change prior to the pressures of next winter.

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

1 February 2023

The focus of the meeting this month was to consider recommendations made following a peer review of the BOB ICS by NHS Providers, NHS Confederation and Local Government Association.

Buckinghamshire, Oxfordshire and Berkshire West Integrated Care Board (BOB ICB)

17 January 2023

The BOB ICB meeting takes place every other month and the agenda and reports for the meeting in January can be found [here](#). This was the first Board meeting that Neil Macdonald attended as Partner Member representing NHS Trusts.

The Board reviewed standing items on quality, performance, finance and risk. This month we also reviewed the draft Integrated Care Partnership Integrated Care Strategy which was open for a period of engagement until 29 January. The Board also considered the development of the Joint Forward Plan, Emergency Planning Resilience and Response statement of compliance, and the NHS England Operational Planning Guidance and the ICB's approach.