

**Meeting:** Trust Board Meeting in Public

**26 April 2023**

<b>Agenda item</b>	Chief Executive's Report
<b>Board lead</b>	Neil Macdonald, CEO
<b>Type name of author</b>	Chloe Powell, CEO Business Manager
<b>Attachments</b>	Chief Executive's Report Appendix 1 – Letter from BOB ICB to BHT Appendix 2 – Executive Management Committee and Transformation Board Appendix 3 – Place & System Briefing
<b>Purpose</b>	Information
<b>Previously considered</b>	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 summary of Executive Management Committee and Transformation Board for the last month to provide oversight of the significant discussions of the senior leadership team (Appendix 2), and a Place & System Briefing (Appendix 3). Also appended is a letter from the BOB ICB regarding the Trust's Oversight Framework segmentation (Appendix 1).

**Decision** The Board is requested to note the CEO report.

### Relevant Strategic Priority

<b>Outstanding Care</b> ☒	<b>Healthy Communities</b> ☒	<b>Great Place to Work</b> ☒	<b>Net Zero</b> ☒
---------------------------	------------------------------	------------------------------	-------------------

### Implications / Impact

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

## Chief Executive's Report

### National context

The Board will be aware that a second round of industrial action by members of the British Medical Association and Hospital Consultants & Specialist Association took place over four days earlier this month from 11–15 April following the long Easter bank holiday weekend. Once again, significant planning went into our preparedness for this period, and all emergency and essential services in our hospitals, community sites and in people's homes continued to operate. To help us safely manage the impact of the industrial action, some routine and non-urgent appointments and procedures before, during and after the days of industrial action did unfortunately have to be rescheduled, and we extend our gratitude to the public for their patience. We managed the period as a critical incident, standing up our command-and-control structures to ensure robust governance and reporting throughout. I am sure the Board will join me in commending and appreciating the hard work of colleagues from all parts of the organisation for the part they played in ensuring we kept our patients safe and continued to care for the most vulnerable in our community.

The Hewitt Review: an independent review of integrated care systems (ICSs) was published on 4 April 2023. The Review identified six key principles to “enable us to create the context in which ICSs can thrive and deliver”. These are:

1. Collaboration within and between systems and national bodies
2. A limited number of shared priorities
3. Allowing local leaders the space and time to lead
4. The right support for systems
5. Balancing freedom with accountability
6. Enabling access to timely, transparent and high-quality data

The Review set out recommendations for how these principles could be translated into action, which the government is now considering.

### Outstanding care

Key performance data are reported in the Integrated Performance Report with supporting narrative. At the end of March, we recorded two patients waiting over 78 weeks for planned care, which in both cases involved patient choice. There were 177 patients waiting longer than 62 days for treatment, which although we aspire for at least 85% of patients to be seen within 62 days, this is a reduction from March 2022 when we had 430 patients waiting.

We continue to experience high demand for our services across acute and community settings and recognise that the experience of patients seeking care in our Emergency Department is not always of the quality that we aspire to. Colleagues continue to make improvements, including most recently moving two areas within our Emergency Department to improve the flow and care of patients and increase capacity in our Same Day Emergency Care unit.

I am delighted to inform the Board that our Adult Speech and Language Therapy team have been awarded a large grant from the Parkinson's Excellence Network to support a project focusing on the swallowing difficulties that patients with Parkinson's can experience, and support good nutrition, hydration and medication during hospital stays.

On 11 April it was World Parkinson's Day and we were delighted to welcome Dr Rowan Wathes, Associate Director of Parkinson's Excellence Network, to Stoke Mandeville Hospital to meet with colleagues and hear more about the project.

In line with updated national guidance, we have changed the way we test patients for COVID-19. Amongst other changes internally within the hospital, lateral flow testing will now be used for discharge of patients to other care settings.

We closed the financial year 2022/23 at a deficit of £14.3m against a planned deficit of £17.6m. We spent £28.5m of capital. I am sure the Board will join me in thanking our finance teams who are under particular pressure at this time of year to ensure our end-of-year accounts are accurate, and budgets are ready for the year ahead.

### Healthy communities

On Wednesday 19 April we held an Older People's Health and Wellbeing Day at Marlow Community Hospital. This was an opportunity for members of our community in the south of the county to access relevant information and advice, as well as take up a range of health checks, and balance and fitness reviews.

We also held a Cancer Wellbeing Event in Princes Risborough for anyone living with and beyond cancer in the county.

Both of these activities continue our ambition to provide care and support in the community for some of our most vulnerable patients and residents of the county.

Earlier this month, I was pleased to have the opportunity to spend some time with our Health Visiting team based out of Marlow Community Hospital. Our Health Visitors provide invaluable advice and support to parents and their new-born babies after birth and within the early years.

I was also delighted to meet with the Chief Executive of Heart of Bucks, to learn more about this organisation and understand the work it does in connecting the wealth of voluntary and charitable sector groups in our county.

### Great place to work

It has been nationally reported as the most difficult winter on record for the NHS. In recognition of the significant challenges colleagues have worked through this year, we are pleased to be able to offer a Wellbeing Day to take this financial year, for all colleagues substantively employed with the Trust on 17 March 2023.

April is Stress Awareness Month, a national campaign run every year since 1992 to raise awareness of the causes of modern-day stress and things that can help. Our Health & Wellbeing team have been offering mindfulness sessions and reminders of the variety of support available to colleagues to help individuals invest in their mental health.

Finally, I would like to update the Board that in March we had an Oversight Meeting with colleagues from NHS England and the Buckinghamshire, Oxfordshire & Berkshire West Integrated Care Board, to review progress against actions to move from Oversight Framework 3 segmentation to Oversight Framework 2. While significant progress was acknowledged, additional assurance on our Urgent and Emergency Care recovery and our current financial plan for 2023/24 means that the Trust has not been moved to Oversight Framework 2 segmentation. Work will continue towards this as we enter the new financial year. I append the letter summarising this in Appendix 2.

### Appendices

Appendix 1 – Letter from BOB ICB to BHT

Appendix 2 – Executive Management Committee and Transformation Board

Appendix 3 – Place & System Briefing

Sandford Gate  
Sandy Lane West  
Oxford  
OX4 6LB

03 April 2023

Neil Macdonald  
Chief Executive Officer  
Buckinghamshire Healthcare NHS Trust

Dear Neil,

**BOB ICB Tripartite Oversight Meeting with Buckinghamshire Healthcare and NHSE**

Thank you to you and your team for providing comprehensive updates on the Trust's position at the BOB/NHSE Tripartite Oversight Meeting on 22<sup>nd</sup> March 2023.

This was the final meeting of 22/23 financial year and significant progress against the OF3 to OF2 segmentation was evident. The meeting itself did not result in a move from segment 3 to segment 2 because of the need for additional assurance on the UEC recovery plan and the projected financial deficit in 2023/24. We did agree that we needed to be clear on the specific milestones for these two areas to support a shift in Q1 of 2023/24

It was particularly useful to hear about current issues and share information, including best practice.

Summary highlights of the presentation topics included:

**Performance**

This time last year Buckinghamshire Healthcare held 25% of the southeast region's 4,000 patients waiting over 78 weeks, at the time of our meeting this has been reduced to just 36 patients. Theatre lists have improved to on average include 2.7 patient's vs 2.3 patients this time last year although you had lost 1000 lists due to an estates issue. We heard your success in delivering transformational cancer pathway work which has resulted in significant improvements in reducing the number of patients waiting over 62 days for treatment and will continue to push improvements by focusing on the 28-day faster diagnosis standard. Although not reflected overtly in the reported numbers there has been significant improvement on discharge – with a new Director of Adult Services and improved relationships with Local authority. You acknowledge the continued challenge in UEC despite the urgent community response service seeing a high of over 400 patients in January. I also

noted the positive staff engagement and increase in wellbeing referrals which you felt was having a real impact with reduced frequency and length of absence from staff.

### **UEC Programme**

The early success of your UEC programme was noted with a new clinical lead in the ED having been in post 4 months already making a difference. Further milestones in the programme include opening the urgent treatment centre (UTC) to a 24/7 service in Q1, working on individual productivity e.g., capturing the numbers of patients seen by clinician, and an aspiration to double the consultant workforce in ED. The next step is for you to share UEC improvement trajectories with the ICB particularly in the delivery of the four standard, reduction of patients waiting over 12 hours and reduction in ambulance handover delays. ,

### **Finance**

Your Director of Finance talked through plans for next year explaining 90% of Cost Improvement Plans (CIPs) are in the process of having project initiation documents being written up. Whilst still to develop plans for the remaining £2m of the identified £20m. To ensure continuity we (to be jointly commissioned by BOB ICB and BHT) are looking to obtain a short external review by PWC to be held as record of root cause of the deficits including a focus on income for which you will follow consultancy rules. Your planned bridge assumes that income includes ERF and COVID funding. Our Chief Finance Officer will write out separately to confirm the allocation.

Revenue - Buckinghamshire Healthcare are still on trajectory to land the 22/23 finances as per deficit plan but acknowledge the organisation has submitted a deficit plan for 2023/24. Areas of work underway to tackle the underlying deficit are to consider nursing establishments, admin and clerical staff growth (Covid posts.) Temporary staffing rates have already been capped and there is high confidence in not breaching.

PARAGRAPH REDACTED DUE TO COMMERCIAL CONFIDENTIALITY

PARAGRAPH REDACTED DUE TO COMMERCIAL CONFIDENTIALITY

### **Socio-Economic**

It was both heartening and impressive to hear of your alignment with partners in the geography on such items as; Town centre regeneration, economical investment, and technology advances with funding from the Buckinghamshire Local Enterprise Partnership (LEP). Focusing on skills and employment with education partners. The leading role Buckinghamshire Healthcare will take in the flagship programme 'Opportunity Bucks' led by Buckinghamshire Council aiming to 'level up' the 10 most deprived wards.

In summary I have observed a significant and sustained improvement at Buckinghamshire Healthcare, high quality care evidenced by maintaining the hospital standardised mortality rate (HSMR) through winter. The intention is to deliver the budget on plan despite more work to do in reducing the deficit. A good plan for UEC services with detailed performance trajectories in development.

I personally wanted to thank you and your Executive team for a positive and open meeting where you shared an overview of performance and identified areas of challenge. In terms of future meetings, I look forward to the next Tripartite Meetings which is presently scheduled for May 2023.

Yours sincerely

A handwritten signature in black ink, appearing to read 'Matthew Tait', with a long horizontal flourish extending to the right.

Matthew Tait  
**Chief Delivery Officer (Interim)**

Cc: Steve McManus, Chief Executive Officer (Interim), BOB ICB

## **Annex 1 Agreed action and support**

	<b>Agreed Action and Support</b>	<b>Lead/s</b>
1	Nick Samuels & Catherine Mountford to review engagement model with Bucks residents around the Estates strategy with the aim to set up a working group to agree the next steps.	Nick Samuels and Catherine Mountford to link with Neil
2	BOB ICB colleagues to visit the Wycombe Tower to understand the extent of derogation of the building and CQC's recommendation to close the Cardiology ward.	Dawn Riddell
3	Support from ICB and Region to secure capital for 50 additional beds to close the acute bed capacity gap identified.	Matthew Tait/ Jayne Rhodes
4	Discussion with Region / ICB and BHT to develop a more strategic capital prioritisation approach	Jim Hayburn (Matthew Metcalfe) / Steve Gooch
5	Ross Fullerton to pursue potential EPR digital capital centrally to allow more capital for additional beds.	Ross Fullerton
6	Meeting to be held with all 3 parties to discuss and close the measures from Anne Eden's letter and agree next steps to reach SOF 2.	Raghuv Bhasin/ Matthew Tait / Anne Elgeti
7	Raghuv to send Matthew Tait the UEC trajectories once calculated.	Raghuv Bhasin

## Executive Management Committee and Transformation Board

### Executive Management Committee (EMC) 28 March to 11 April 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 month:

#### **Quality and Performance**

Infection Prevention & Control service  
Homeless Clinic project  
Joint Local Health & Wellbeing Board Strategy Action Plans  
Nitrous Oxide guidance  
Care Quality Commission action plan  
COVID-19 testing policy update  
Human Tissue Authority inspection October 2022

#### **Digital and Governance**

Trust policies update  
Integrated Care System Digital Strategy  
Organisational Risk: Corporate Risk Register and Board Assurance Framework  
Minutes from EMC sub-committees

#### **People**

Car parking  
Mileage rates  
Job planning

#### **Money and Estates**

Productivity & Efficiency planning weekly update  
Cost pressures  
Annual Business Plan  
Capital Plan  
Month 11 capital report  
Paediatric emergency department  
Carbon reduction

### Transformation Board 21 March and 18 April 2023

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 (QI). The following provides an overview of the key areas considered in the last two meetings:

QI projects on a page

Terms of Reference

Objectives delivery

Transformation priorities:

- Urgent and emergency care
- Planned care
- Healthy communities
- Digital
- Temporary staffing

Operating Plan 2023/24

Productivity and efficiency weekly update

Balanced working culture

Integrated Performance Report



## Place and System Briefing

April 2023

### Place

**Place-Based Partnership meeting** *no meeting in April; next meeting 9 May 2023*

**Health & Wellbeing Board** | 30 March 2023

A recording of the webcast of the meeting is available [here](#).

Item	Summary	Impact
Healthwatch Bucks Quarterly Review	Summary of recent activity (a report published on Social Prescribing Experiences, and a project focusing on the experiences of young people with young onset dementia) and strategic priorities for 2023/24.	Healthwatch Bucks are an important voice for patients and residents about their experience of healthcare (and other local) services. Their research informs recommendations for the relevant organisation, which could include our Trust, Buckinghamshire Council, or the BOB ICS.
Integrated Care Partnership	Presentation of the Joint Forward Plan, a new statutory responsibility for the BOB ICB and NHS Trusts, setting out how services and universal NHS commitments will be delivered over the next five years.	An important plan for us as a Trust, which we have inputted into. The Plan will be published in late April to May.
Health and Care Integration Programme	Update on progress of this programme, future plans and what it means for residents.	Hospital discharge processes are a key part of any patients' stay in hospital and their onward care, as well as being an important driver of the sustainable flow of patients through the hospital, particularly at periods of high demand.
Joint Local Health and Wellbeing Strategy Action Plans	Update on progress of action plans for this Strategy, with specific focus on two elements of Live Well (cardiovascular disease prevention, and reducing prevalence of obesity and increasing physical activity)	This is a joint strategy with our organisation, so we are working alongside partners on various elements of the actions to deliver the ambitions under the Start Well, Live Well, and Age Well parts of the Strategy.
Suicide Prevention Action Plan	Sets out the action plan for 2022-24, identifying priority areas and how actions will be funded and progress formally reported.	Improving mental health support at all stages of life is one of the priorities of the Joint Local Health and Wellbeing Strategy which BHT is a partner in.
Joint Local Health and Wellbeing Strategy Quarterly Performance Review	Following approval of the Strategy in September 2022, this sets out the proposed performance measures and targets to use to monitor progress, and why they have been chosen.	<p>These measures will help us know whether the actions or interventions we are making are having the intended effect.</p> <p>Use of data to robustly monitor progress is an important element of delivering this Strategy, and an approach which we are mirroring internally with the delivery of our organisational priorities.</p>

## **System**

### **Buckinghamshire, Oxfordshire and Berkshire West (BOB) Integrated Care System (ICS) CEO Group | 5 April 2023**

The focus of the meeting this month was primarily preparedness across the system for the pending industrial action.

### **BOB Integrated Care Board (ICB) | *no Board meeting in April; next meeting 9 May 2023***

The BOB ICB meeting takes place every other month and the agenda and reports for the next meeting on 16 May will be available [here](#).

In April, the BOB ICB met for a workshop to discuss the following topics:

- Operational and financial planning
- Industrial action
- Hewitt Review
- Joint Forward Plan
- Primary Care
- Governance