

**Meeting:** Trust Board Meeting in Public

**31 May 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 – CARE value award winners 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 list of the winners of our monthly CARE value awards (Appendix 1), 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).

<b>Decision</b>	The Board is requested to note the CEO report.
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### Relevant Strategic Priority

<b>Outstanding Care</b> ☒	<b>Healthy Communities</b> ☒	<b>Great Place to Work</b> ☒	<b>Net Zero</b> ☒
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### 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 and system update

A year ago, in May 2022, the national NHS level 4 incident in response to the COVID-19 pandemic was stepped down to Level 3 in line with transitioning to recovery. Earlier this month on 18 May, we received notification the NHS is now stepping down to Level 2 in response to changes over the past year and recognition of the recent announcement by the World Health Organisation that COVID-19 is no longer a Public Health Emergency of National Concern.

I was interested to attend the Royal Society of Medicine's Stevens Lecture earlier this month during which Matthew Taylor, Chief Executive of NHS Confederation, made his argument for the future of the NHS. He spoke about the need for a 'new social contract' of shared responsibility, building on lessons from the COVID-19 pandemic, and recognising the social determinants of health. A transcript of the speech can be read [here](#).

From July, Dr Nick Broughton, currently Chief Executive at Oxford Health NHS Foundation Trust, will be joining Buckinghamshire, Oxfordshire and Berkshire West (BOB) Integrated Care Board (ICB) as interim Chief Executive. Steve McManus, who has led the ICB since September 2022, will be returning to his role of Chief Executive at Royal Berkshire NHS Foundation Trust. We look forward to working with Nick in this new capacity.

The BOB Acute Provider Collaborative is currently developing its draft vision and strategic priorities, and I was pleased to have the opportunity, alongside our Chair David Highton, to discuss these with fellow CEOs and Chairs from neighbouring Trusts earlier this month. These will be presented to respective Boards for consideration once finalised.

Here in Buckinghamshire, I was pleased to Chair the first meeting of the recently established Buckinghamshire Executive Partnership (BEP). The purpose of the BEP is to work with partners, including Buckinghamshire Council, to deliver positive change in areas and ways that cannot be achieved by individual organisations. With this in mind, the priority areas for this year are: transforming special educational needs and disabilities (SEND) services; joining up care; and tackling health inequalities. Further detail on these, and a summary of our first meeting, is enclosed in Appendix 3.

### Outstanding care

Key performance data are reported in the Integrated Performance Report with supporting narrative. This report is being developed to ensure that the measures we are focusing on for delivery of our objectives this year are incorporated, and we can clearly monitor progress.

Colleagues will be aware we continue to experience challenges with our urgent and emergency care performance, and this is visible in the data in this report. I have described in previous reports that teams are working extremely hard to make improvements and we are expanding our models of care to ensure that patients receive treatment from the most appropriate service. We now have an Urgent Treatment Centre (UTC) at Stoke Mandeville Hospital in addition to the one at Wycombe Hospital; from July 2023, the UTC at Stoke Mandeville will be open 24 hours a day. We have also appointed a Hospital Ambulance Liaison Officer at Stoke Mandeville to enable patients to be admitted to hospital as quickly as possible to free up the ambulance to help other people in need.

Availability of appropriate ongoing care for patients who no longer need medical care in an acute hospital setting is a significant factor in the flow of patients through hospital and this impacts on the capacity in the ED. Once again this year, Olympic Lodge provided much needed capacity for patients who no longer need inpatient care in the acute setting, but for whom the appropriate onward care is not yet available. Since opening in October 2022, it has supported about 330

patients. Olympic Lodge has now closed and is planned to reopen in the autumn. My thanks to everyone involved in its second year.

Our community teams are also vital to helping prevent patients from needing to attend an acute hospital, or in supporting their discharge to a community setting or their homes. Indeed, there are a total of 37 adult's and children's services provided by community teams from our Trust including our 'Hospital @ Home' (virtual ward) service which is growing week on week.

I am also pleased to report that the Waddesdon Wing has now fully opened at the Stoke Mandeville Hospital site. This is a new building housing our paediatric emergency department on the ground floor, and our obstetrics and gynaecology service on the first. This is a purpose-built building that should significantly improve the quality of experience for patients requiring these services, as well as of course that of colleagues working in these teams.

For 2023/24, our financial plan is £12.1m deficit, with a capital programme of £29.7m. At the end of Month 1, we reported a financial position in line with plan, and spent £0.6m capital.

### Healthy communities

Earlier this month, I was pleased to have the opportunity to spend some time with our School Nursing team in Wycombe, who have been rolling out ChatHealth, a new mobile app for pupils to seek support for their physical and mental health.

I also met with our sexual health services team who run their services out of Brookside Clinic in Aylesbury. It was a good opportunity to hear about how they are looking to deliver our Trust priorities for the year ahead.

### Great place to work

This month we celebrated International Day of the Nurse and International Day of the Midwife. Our Chief Nurse, Karen Bonner, also led our now annual Nursing and Midwifery Conference, "Courage of Compassion". We were humbled to have some esteemed international speakers join us for this event, which was attended in person and virtually to allow colleagues to participate in between commitments on site.

On 19 May it was International Clinical Trials Day, and our Research & Innovation team held a fantastic celebration of the power and value of research – my particular thanks to the external speakers who brought their expertise and insight to the day.

Time to Talk Week is about encouraging everyone to talk openly about the importance of one's mental health. We are privileged to be the only Trust with acute sites to have a staff network focusing on mental health and our '1:4 network' held various activities across the week to raise the profile of this vitally important aspect of our health as people.

Finally, on behalf of the Trust Board, I would like to extend my warmest gratitude to three of our Non-Executive Directors, for whom this Trust Board in Public is their last at BHT.

Dr Dipti Amin has been a Non-Executive Director (NED) since June 2015 and an important voice on the Board for the patient, bringing her expertise around quality of care, risk, and patient safety, and most recently Chairing our Quality & Clinical Governance Committee.

Mr Rajiv Jaitly also joined BHT in June 2015 as a NED and has brought to the Board significant financial and analytical expertise, holding us to account over our financial and operational performance, Chairing first our Finance & Business Performance Committee and latterly our Audit Committee.

Dr Mo Girach joined BHT as Associate NED in March 2021 and has played a vital role in our Board as Freedom to Speak Up Guardian, as well as being a member of both Quality & Clinical Governance Committee and Strategic People Committee.

### **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.

March 2023

Category	Name	Role	Nomination	Nominated by
Collaborate	Peer Vaccinators	Flu Immunisation programme, Winter '22'-'23	Twenty-six Nurses across all sites in the Trust came together to deliver 826 Flu vaccinations to their colleagues. This is an exceptional response from all our Peer Vaccinators and a very successful year in giving the most vaccinations, given the winter pressures the Trust was experiencing at the time. This award recognises the effort and time that our Peer Vaccinators gave to ensure this vaccine was accessible and an equitable offer to those that wished to have this protection over the winter period. Our plan is to build on this success for the next winter programme but would like to focus and promote those that made the effort - with the most vaccinations given by one vaccinator was 181! An amazing achievement, considering this is done alongside their normal role and responsibilities, and not just about the giving of the vaccine, but the time to take to complete the training and other requirements needed to administer this vaccine safely to all. These twenty-six nurses put their colleague's protection high up their daily workload for no extra remittance or accolade. These colleagues are Alison McKillop, Amy Richards, Amy Gascoyne, Danni Gupta, Julie Tebbutt, Gillian Norris, Katie Greig, Laura O'Connor, Lynda Roche, Michelle Pearsall, Sarah Brown, Samantha Smissen, Sandra Stocks, Sian Brownhill, Sharon Pollmer, Tracey Batt, Tracey Fox-Clinch, Joanna Atkins, Kirsty Morris, Mary Gauchi, Elaine Gilbert, Jackie Stacey, Julie Caunt, Karen Bonner, Roxana Moise & Helen Kenneth.	
Collaborate	School Nursing Team	School Nursing	The whole of the School Nursing Team have exceeded our expectations for their passion and ability to embrace an additional way of working. The introduction of ChatHealth, the web-based text messaging service for teenagers, was never going to ease the workload pressures for the team. Instead, it has required the whole team to come together, to plan collaborative launch events, share resources, set up new duty rotas to manage messages, embark on new training, supporting one another and contributing to the overall service improvement. This is on top of the trebled workload of referrals, staff vacancy and supporting new staff joining the teams. Since July 2022, the cross county team have come together to forge stronger relationships, share knowledge and contribute to the ongoing service improvements. Even though we acknowledge the demand this placed on the whole team, they continue to bring their best every day, always committed to providing outstanding care to the children and young people of Bucks. The team have demonstrated their dogged determination to support the health and well-being needs of our young people in Bucks and have upheld the CARE Values for BHT. This award goes some way to demonstrate our gratitude and appreciation of them. Thank you!	

Respect	Nomalanga 'Noma' Rwodzi	Paediatric Nurse	I feel like we got the best care for our daughter who suffered from prolonged diarrhoea which resulted in dehydration. Doctors got to the bottom of the issue very quickly. But our biggest thanks go to the nurse Noma, who has been exceptional. She goes above and beyond to provide the best care; she is like a ray of sunshine, and I was so grateful we were under her care. People like her erase the worst memories and replace them with happy ones during challenging times. Norma, thank you from the bottom of my heart and we wish you all the best.	Patient Relative
Enable	Liz Anderson	Lead Nurse for Nutrition	Liz has been an active member of the Dietetics team. Recently, she helped facilitate a very complex discharge of a patient who has been a long-standing inpatient on one of the wards at SMH. This meant that nothing could go wrong this time with the discharge. Discharge planning started well in advance with liaising with the nursing home to recognise their training needs and gaps where education was needed. Then she herself did the training for the NH staff. The training pack developed by herself is an exemplar example of how rounded care looks like, what can go wrong and how these situations can be tackled. This pack is a gold standard for training in other NH if something like this is needed in future. The knowledge of NH staff was consolidated by a set of feedback questions to gauge their competencies. Nearer to the discharge there was more liaising and confirming with the NH staff to check their confidence. Two staff were invited to the ward for more practical training just before discharge. All this was done in addition to a heavy clinical load. The final discharge is yet to happen but surely Liz's efforts need to be recognised and applauded.	Staff

## **Executive Management Committee and Transformation Board**

### Executive Management Committee (EMC) 25 April to 23 May 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**

Draft Quality Account 2022/23  
Infection Prevention & Control Annual Report  
Infection Prevention & Control business case  
Pre-operative assessment pathway  
Health on the High Street pilot  
Patient experience of Emergency Department  
Safe staffing report  
Six-monthly midwifery staffing report  
Review of universal wearing of fluid-resistant surgical face mask

#### **People**

CARE value awards  
Freedom to Speak Up Guardian Annual Report

#### **Digital and Governance**

Trust policies update  
Organisational Risk: Corporate Risk Register and Board Assurance Framework  
Waivers of Standing Financial Instructions  
BHT Pol 089 Manual on Corporate Governance  
Minutes from EMC sub-committees

#### **Money and Estates**

Productivity & Efficiency planning weekly update  
Temporary staffing  
Monthly capital and finance reports  
Commercial strategy review

### Transformation Board 16 May 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

Transformation portfolio:

- Diagnostics
- Estates
- Organisational Development
- Urgent and emergency care
- Planned care
- Healthy communities
- Digital

M01 finance report

Productivity and efficiency weekly update

Integrated Performance Report

## Place and System Briefing

May 2023

### Place

#### Buckinghamshire Executive Partnership (BEP) meeting 9 May 2023

Item	Summary	Impact
<b>Ways of Working</b>	Discussed and finalised terms of reference (ToR) and communications materials. Agreed priorities for BEP and 'Plan on a Page'.	BEP have agreed to focus on three priorities for Buckinghamshire: Transforming SEND, Joining Up Care; and Tackling Health Inequalities. The BEP will ensure its work is transparent and will share 'Plan on a Page' with partners.
<b>SEND</b>	Discussed plans for investing £4.6m SEND transformation funding across three areas of Integrated Therapies, Neurodevelopmental Pathway and Community Paediatrics.	Partners will focus on immediate investment to stabilise waiting lists this year, and will work together across the ICB, Local Authority and providers to develop transformation plans, through existing SEND governance and mechanisms for engaging the voices of families and children.
<b>Joining up Care</b>	Progress update on the Health and Care Integration Programme, which focuses on hospital discharge arrangements for residents, and the work of the Buckinghamshire Urgent and Emergency Care Board.	Agreed that we need to ensure alignment across UEC, discharge and primary care strategies to join up care. Deep dives on UEC and Primary care planned for July meeting.
<b>Health Inequalities</b>	Discussions around £1.1m NHS investment in Health Inequalities, linking to NHS's 'Core20plus5' agenda, Opportunity Bucks and Joint Local Health and Wellbeing Strategy.	Opportunity to align programmes of work on Health Inequalities to turn the dial on health outcomes in the ten most deprived wards of Buckinghamshire.



## Buckinghamshire Executive Partnership (BEP) Priorities

	Transforming SEND	Joining up care	Tackling health inequalities
	<u>The aim:</u> Transforming the experience of care and support for young people with SEND and their families	<u>The aim:</u> Bringing partners together across health and care, including primary, mental health, acute and social care to deliver person-centred care, in the community that helps people stay healthy and independent for longer.	<u>The aim:</u> Tackling health inequalities experienced by those from socially deprived areas and ethnic minority groups in: <ul style="list-style-type: none"> <li>• Early years;</li> <li>• mental health (access to services and experience);</li> <li>• healthy lifestyles (weight losing, smoking cessation and reducing harmful alcohol consumption);</li> <li>• CVD prevention.</li> </ul>
<b>By April 2024, we will have:</b>	<b>Invested up to £6 million funding</b> to support early intervention for the "waiting well" enabling quicker diagnostics, a reduction in waiting times and improvements in people's experience of our SEND pathways.	<b>Transformed the way we discharge patients from hospital</b> with the right support where needed in Buckinghamshire, and establishing: <ul style="list-style-type: none"> <li>• an integrated discharge team working across the NHS and local authority social work teams;</li> <li>• a new interim/complex bedded hub model (June);</li> <li>• A new intermediate care centre (Sept);</li> <li>• A new transfer of care hub to better co-ordinate people's discharges across multiple agencies (Oct).</li> </ul>	<b>Buckinghamshire Health and Wellbeing Strategy</b> – Have delivered year 1 of our action plans for the workstreams in the strategy including: <ul style="list-style-type: none"> <li>• <b>Invested £1.1m NHS funding and Opportunity Bucks funding in tackling health inequalities and engaging communities in the following ways:</b></li> <li>• <b>Early Years/Start well</b> - pilot focusing on pre-conception health and service awareness for women of childbearing age.</li> <li>• <b>Mental Health</b> - action plan to address inequalities, including defined actions for MH inpatient services and CAMHs.</li> <li>• <b>Healthy Lifestyles</b> – increasing referrals into lifestyle services; ensuring all staff are aware of services and how to make referrals.</li> <li>• <b>CVD prevention</b> - Ensuring ECGs available for the hypertension pathway to be followed promptly; and implementing a 'Stop Before the Op' initiative.</li> </ul>
<b>Going further, we aim to:</b>	Transform people's experience of SEND services in Bucks, moving with partners to an early intervention and needs led approach.	Transform not just discharge services but our wider model of integrated care to ensure that all parts of the health and care system are joining up to support people's needs in the community, increasingly through integrated teams and preventative models of care.	Embed preventative approaches and proactive work to tackle inequalities into all our work at every level, developing a more sophisticated understanding of the opportunities to improve outcomes for all our populations through outreach and engagement and data.

## **System**

### **BOB Integrated Care Board (ICB)**

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

I would particularly draw colleagues' attention to the Chief Executive and Directors Report for an update on key system activities.

In addition, the Board were asked to approve the draft BOB ICB Operational Plan for 2023/24, which contains a summary of activity, workforce and financial plans from the respective NHS Trusts.

The Board were also asked to approve the BOB ICB Digital & Data Strategy which sets out the system ambition for the next three years to build collective digital and data maturity across partners and providers in order to improve the lives and experiences of the population served. The Strategy sets out the approach across key areas with some specific milestone dates, as well as outlining the respective organisation's digital maturity.