

**Meeting:** Trust Board Meeting in Public

**28 June 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> <input checked="" type="checkbox"/>	<b>Healthy Communities</b> <input checked="" type="checkbox"/>	<b>Great Place to Work</b> <input checked="" type="checkbox"/>	<b>Net Zero</b> <input checked="" type="checkbox"/>
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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

On 15 June, the Department of Health & Social Care published 'The government's 2023 mandate to NHS England'. This can be read in full [here](#), and sets out three priorities for NHS England to deliver alongside the NHS Long Term Plan, as follows:

1. Cut NHS waiting lists and recover performance
2. Support the workforce through training, retention and modernising the way staff work
3. Deliver recovery through the use of data and technology

This month we have seen a third period of industrial action taken by our junior doctor colleagues. Once again, I would like to take this opportunity to express my sincere gratitude to the many colleagues involved in planning and preparedness, ensuring high quality care could be maintained throughout. I also extend our thanks to those patients who had their appointment or procedure postponed, for their patience and understanding.

We have also seen the start of the warmest weather to date in recent weeks, and I am grateful to colleagues working in both our acute and community services for their hard work in maintaining high standards of care in the heat. We also experienced high attendance at our Emergency Department by patients with respiratory difficulties linked to hay fever.

### Outstanding care

The Care Quality Commission (CQC) undertook two inspections at the Trust this month: the first was in our paediatric emergency department in response to a sad case of an unexpected paediatric death. The second was an announced inspection of our maternity department as part of the CQC's national programme; the department that was not inspected during the Trust inspection in 2022. The CQC have requested further information as part of the usual process and provided informal feedback. Once we have received final written reports, I will update the Board accordingly. I would also like to thank colleagues involved in these investigations for their hard work and professionalism throughout.

Key performance data are reported in the Integrated Performance Report with supporting narrative.

I am delighted to share that the Trust has been recognised as a Centre of Excellence for Atrial Fibrillation, the most common heart rhythm condition we treat, and the Bucks Heart Rhythm team were awarded Atrial Fibrillation and Supraventricular Tachycardia Pioneer Awards earlier this month. This is in recognition of the team's pioneering work, including for implementing a nurse-led Amiodarone Initiation Clinic. More information can be read [here](#).

Our recruitment to clinical trials continues to go from strength to strength, with the latest data from the National Institute for Health and Care Research showing the Trust has recruited its highest number to date, putting us 3<sup>rd</sup> in the region behind two large teaching hospitals.

Clinical colleagues have been hosting a number of conferences, notably the International Tetrahand UK Conference, which attracted c.100 attendees and focussed on discussing the surgical treatment of upper limb in tetraplegia (tetrahand surgery), helping suitable patients restore some upper limb function. The conference included five international speakers and our own colleagues from BHT: Professor Jeremy Rodrigues (plastic and hand surgeon), Joseph Papanikitas (radiologist) and Hazel Landymore (hand therapist).

Also this month they ran our first regional anaesthesia Annual Study Day. 83 delegates attended and we had expert speakers from London and the South West, as well as a series of virtual lectures from colleagues in the United States and Canada. The feedback has been extremely

positive, for example: *“This is the best conference I’ve attended. Way better than some of the big ones in London”*.

This month we held our Quality Improvement and Clinical Audit Conference which was a great opportunity to celebrate the wealth of projects ongoing across the organisation and share best practice and learning.

At the end of Month 2, we reported a deficit of £6.1m, £0.3m better than the planned deficit of £6.4m. We spent £1m against our capital plan for £29.4m and have delivered efficiencies of £1.63m.

### **Healthy communities**

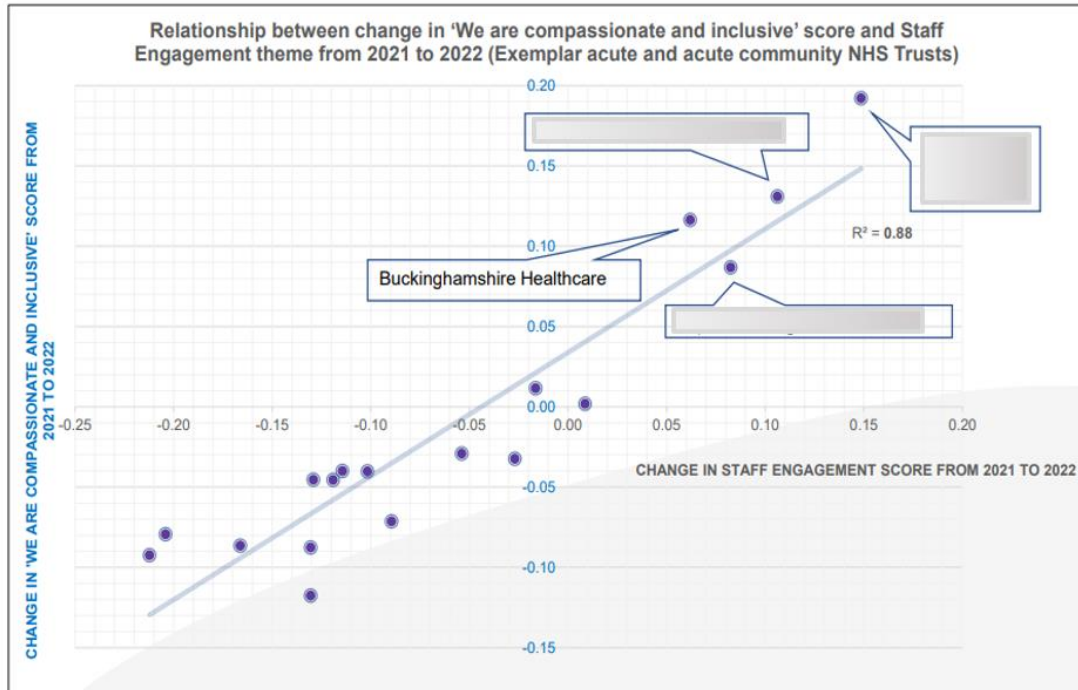
I was pleased to join our South Bucks Health Visitor team at their drop-in clinic in High Wycombe library this month. We are all aware of how important the early years are and the long-lasting impact they have into adulthood, and services like these are so important for parents to be able to access support at this time in their child’s life.

One of the determinants of health is education, and our school engagement team have been working hard over recent months with lots of activities for schools and young people in our communities who are starting to think about opportunities for their careers. As well as attending local careers events alongside clinical colleagues, in collaboration with Bucks Skills Hub the team have been coordinating a series of careers events for coming months, plus a showcase designed for teachers.

Congratulations to our school nursery team who recently underwent an unannounced Ofsted inspection and retained their rating of Good for Amersham and Wycombe Day Nurseries. Like inspections by the Care Quality Commission, these events can sometimes feel stressful, so my thanks and commendation to everyone involved – fantastic recognition for the brilliant care they deliver for the youngest in our community, many of whom are children of colleagues.

### **Great place to work**

We previously reported our results from the National Staff Survey, and work continues to analyse and use these data to inform our future planning. One of the areas that I would like to share with the Board is the data contained in Figure 1 below. It is good to see the positive changes we have made as an organisation in both compassion & inclusion and staff engagement, relative to the trend this year.



**Figure 1:** National Staff Survey 2022 data from NHS People Promise Exemplar acute and acute & community NHS trusts showing change from 2021 to 2022 in score for “We are compassionate and inclusive” and staff engagement

It was a pleasure to attend the inaugural Buckinghamshire Health & Social Care Academy Conference Executive Breakfast and have the opportunity to speak with leaders in our industry in support of our workforce.

June is Pride Month, and we have been proudly flying our flag at Stoke Mandeville Hospital both to celebrate the diversity of our workforce, and as a symbol of inclusivity in our organisation, both for colleagues working here as well as the patients we care for.

Earlier this month we celebrated Carers’ Week. The numbers of carers in Buckinghamshire alone is stark: over 6000, and often people are surprised to discover they themselves may be classed as carers; according to the NHS definition “A carer is anyone, including children and adults who looks after a family member, partner or friend who needs help because of their illness, frailty, disability, a mental health problem or an addiction and cannot cope without their support.” Here in BHT we are fortunate to have access to Carers Bucks who provide vital support for patients’ carers.

It was also Volunteers’ Week at the start of June, and I was fortunate enough to spend some time with two of our fabulous volunteers at Stoke Mandeville Hospital – in our Cancer Care and Haematology Unit, and on Ward 3. Our volunteers are invaluable to how we deliver services to our patients, in the communities as much as in our hospitals, so I want to take this opportunity to extend immense gratitude to our near 500 volunteers. Many of our colleagues also choose to volunteer in their spare time, either for BHT or for other organisations and charities, and I hope everyone feels rightly proud to choose to do this for their community.

We also celebrate Armed Forces Week and I will be privileged to spend some time with one of our physiotherapists who is also an Army Reservist, to find out what life is really like balancing these commitments, and how their experiences in both disciplines can cross-benefit the other.

Finally, Thursday 22 June is Windrush Day, and we will be flying the Windrush flag in recognition of the huge contribution this generation has made, and continues to make, to the NHS and healthcare in this country.

### **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.

April 2023

Category	Name	Role	Nomination	Nominated by
Collaborate	Aural Care Nursing Team	Aural Care Nurse Specialists	The Aural Care Nursing Team have been supplying a support to the ENT provision at Bucks for a while now enabling patients to be seen quickly and not have to be seen by consultants. Their workload has become so large, they go over and above to manage this and ensure patients are not kept waiting too long and are offered treatment as soon as possible. This is a very under-resourced area, and they run this service with extremely limited administration support. Being such a small department as well, when someone leaves, it affects the activity greatly. Sam, Aural Care Lead Nurse, does a fantastic job in keeping things working as smoothly as possible even during the most difficult of times and situations. The team who work with Sam, work collaboratively on a daily basis to bring a highly beneficial service to patients and the Trust and they maintain this at all times. Their support and dedication to their specialism and patients is outstanding.	Staff
Aspiring	Jeannine Phillips	Community Nursery Nurse Winslow Health Visiting Team	Jeannine called me to complete my son's 2-year-old health review last week. As soon as I picked up the phone, she was caring and understanding. She went through the booklets with me and was happy to listen to me waffle on about my kids, going off on a tangent every 30 seconds about something else. She then went above and beyond, making sure that I was doing okay, making sure I was taking time for myself and looking after my own mental health. It was such a pleasurable conversation, and she answered all my questions and troubles thoroughly. Nothing felt like too much of an ask. I truly believe that having a strong Health Visiting team really makes local families feel seen and valued, being more open to discuss any issues early on, rather than delaying involving healthcare professionals. Jeannine is an asset to the HV team and should be commended for this! Thank you so much Jeannine!"	Patient relative
Respect	Dr Abhishek Banerji	Consultant	During a very busy time in AE and whilst the strike was in progress. Dr Banerjee took great care and had so much patience talking to my 90-year-old Mother-in-Law. His bedside manner was exceptional during a very difficult time, especially as he was called to an emergency but later came back to her. I would like to nominate him for his kindness and understanding of her needs.	Patient relative
Enable	Indra Simon	Staff Nurse Frailty	Indra goes above and beyond to help us in ED - always with a positive attitude and is willing to help despite having her own role to fulfil. She is amazing and caring towards the patients and always puts them first. She is very proactive and comes to assess patients that she deems suitable for her unit and will take the patients round which helps ED especially with the overcrowding we have in ED. This then allows us to keep flow going. When Indra has no patients or her patients are stable and her colleague	Staff

			will stay with them, comes to ED and helps us with assessing our patients and also helps us with transfers, this helps the patients waiting in ED and gives the nurses a boost of positivity and kindness. Indra is an amazing nurse and gives nursing her all at any time of her shift and after sometimes if she needs to stay on for the safety of her patient, she does this and never complains.	
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## Executive Management Committee and Transformation Board

### Executive Management Committee 30 May to 13 June 2023

Executive Management Committee (EMC) 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**

Nitrous oxide guidance  
Review of MRSA bacteraemias  
ED patient safety report 2022/23  
Nursing safe staffing quarterly report  
Special Educational Needs and Disabilities (SEND) action plan quarterly report  
Update on 'on holds' patients tracking list  
Primary care

#### **Money and Estates**

Productivity & Efficiency planning weekly update  
Monthly capital and finance reports

Community ophthalmology contract

#### **People**

CARE value awards  
Opportunities to transform our administrative and corporate services

#### **Digital and Governance**

Annual Report  
Organisational Risk: Corporate Risk Register and Board Assurance Framework  
Minutes from EMC sub-committees

### Transformation Board 21 June 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 meeting:

QI projects on a page  
NHS Elective Care priorities  
Electronic Patient Record Outline Business Case  
Transformation portfolio:

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

Productivity and efficiency weekly update  
Temporary staffing programme  
Change framework  
Integrated Performance Report



## Place and System Briefing

June 2023

### Place

#### **Buckinghamshire Executive Partnership (BEP) meeting 13 June 2023**

Item	Summary	Impact
<b>Priorities update</b>	Discussed progress updates under the three priorities for the BEP: transforming SEND; joining up care; and tackling health inequalities. Also focused on metrics and where further work might be needed to identify appropriate measures to be able to provide assurance of progress.	The detail of these priorities was shared in last month's CEO Report Place & System Briefing. Many of the activities align with those which BHT are focused on this year and through to 2025.
<b>Items on Health &amp; Wellbeing Board agenda</b>	Discussed the following reports ahead of being presented to the forthcoming Health & Wellbeing Board on 22 June: <ul style="list-style-type: none"> <li>• ICB Joint Forward Plan</li> <li>• Better Care Fund Plan</li> <li>• Action plans for Mental Health and Maternity &amp; Early Years</li> </ul>	The BEP discussed how the ICB might use commissioning to drive transformation e.g. longer contracts to provide opportunity for delivery at greater scale.  BHT receives funding through the Better Care Fund. The plan prioritises discharge, admission avoidance and tackling health inequalities.
<b>Learning Disabilities</b>	Discussed the recently refreshed Learning Disabilities programme plan.	Members agreed the importance of championing learning disabilities and ensuring representation on relevant boards.
<b>Dashboard</b>	Discussed a draft dashboard of key measures to ensure oversight of activities by the BEP.	Members agreed to focus on key metrics for the three priorities, and the importance of ensuring visibility of broad measures such as prevention, reducing waiting lists, and access to primary care.

#### **Buckinghamshire Place Based Growth Board 15 June 2023**

The Place Based Growth Board is chaired by Martin Tett, Leader of Buckinghamshire Council. At this meeting the Board discussed principles and investment criteria for a Pooled Investment Fund managed by the Enterprise and Investment Board. It also discussed a draft of the Buckinghamshire Regeneration Framework, and the Buckinghamshire Skills and Employment Strategy.

### System

#### **BOB Integrated Care System CEO group 7 June 2023**

The System Chief Executives meet informally on a monthly basis, and this month discussed preparedness for industrial action and the system financial position.

#### **BOB Integrated Care Board (ICB) 20 June 2023**

The BOB ICB meeting takes place every other month and the Board met in Private on Tuesday 20 June 2023 to discuss its strategic approach to Population Health Management. It was the last meeting of Steve McManus as CEO ahead of his replacement by Nick Broughton, current CEO of Oxford Health, in July. To note that Steve will be returning to his position as Acute Provider representative on the ICB from August 2023.