

**Meeting:** Trust Board Meeting in Public

**Date:** 29 November 2023

<b>Agenda item</b>	Chief Executive's Report
<b>Board Lead</b>	Neil Macdonald, Chief Executive
<b>Author</b>	Chloe Powell, CEO Business Manager
<b>Appendices</b>	Chief Executive's Report Appendix 1 – National Staff Survey Letter Appendix 2 – CARE Value awards Appendix 3 – Executive Management Committee and Transformation Board
<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 are a letter of commendation from NHS England for last year's National Staff Survey results (Appendix 1), a list of the winners of our monthly CARE value awards (Appendix 2) and 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 3).

<b>Decision</b>	The Board is requested to note this 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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**Relevant objective**

<input checked="" type="checkbox"/> Improve waiting times	<input checked="" type="checkbox"/> Improve access and effectiveness of Trust services for communities experiencing the poorest outcomes	<input checked="" type="checkbox"/> Improve the experience of our new starters
<input checked="" type="checkbox"/> Improve safety		<input checked="" type="checkbox"/> Upskill operational and clinical managers
<input checked="" type="checkbox"/> Improve productivity		

**Implications / Impact**

<b>Patient Safety</b>	Highlights activities in place to support high quality patient care
<b>Risk: link to Board Assurance Framework (BAF) and local or Corporate 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

At the start of November, we received [guidance](#) from NHS England about managing the financial position and performance for the remainder of this financial year in light of the challenges created by industrial action. On 22<sup>nd</sup> November we held an extraordinary board to review and approve our plans, which will be referenced later in the agenda.

## Outstanding care

Key performance data are reported in the Integrated Performance Report with supporting narrative. At Transformation Board earlier this month, senior leaders discussed in detail the challenges with waiting times in our Emergency Department (ED), acknowledging that whilst a lot of hard work has gone in to setting up processes and pathways to triage patients attending ED to access the most appropriate form of care, there is work now to do to ensure these are all functioning coherently in what is one of the most complex services in the Trust.

Colleagues also discussed cancer performance, and our position against the faster diagnosis standard. Plans are in place to improve this over the coming months, particularly in dermatology where we are currently experiencing the largest challenge. In diagnostics we have seen an improvement in endoscopy, and a mobile MRI unit is now operating 7 days a week at the Stoke Mandeville site to help see more patients waiting for this diagnostic test as quickly as possible.

We noted the consistent delivery on a number of people metrics. We are also seeing continued progress on some of our quality metrics (including HSMR, and medically optimised for discharge). Our Hospital at Home service currently has 112 beds open and is on track to hit the planned trajectory, currently at 81% of capacity. More specialties are coming online, including heart failure and paediatrics.

We are also on track to hit the target we set at the start of this financial year in terms of clinical accreditations, and I was pleased to participate in two earlier this month. I would urge my Board colleagues to do so as well, if not already.

Our Research & Innovation team are working with the cardiac research team to support our participation in a lipid optimisation study, which is expected to impact c.2,000 patients over the next six months. Elevated levels of low-density lipoprotein cholesterol (LDL-C) are associated with increased risk of coronary heart disease and stroke. This study aims to identify patients through the NHS shared care record who require optimisation of their secondary prevention lipid-lowering medications and offer treatment to rapidly reduce their levels of LDL-C such as Inclisiran, a novel lipid-lowering therapy.

The Bucks Family Nurse Partnership held their Annual Review this month. This is a vital service for some of the most vulnerable members of our community, and it was interesting to see that they have experienced a 25% increase in demand in the last year.

Congratulations to our children's teams who have been successful in winning two bids for services: children's therapies, and the Healthy Child programme. This reflects a significant amount of hard work and I am grateful to the teams, as well as supporting corporate colleagues, for their efforts in recent weeks. We are really pleased to be able to continue delivering these vital services for children in Buckinghamshire, allowing us to work within our integrated Trust to coordinate positive outcomes for this cohort of our community.

## Healthy communities

The Trust is supporting the council's ongoing Community Action Days which are taking part in the 10 priority wards identified in the Opportunity Bucks levelling up programme. This gives us the opportunity to reach residents who may not usually access our services. Over 800 people

visited our Research & Innovation and health visitor stands at the Community Action Day in Aylesbury which took place in October, allowing us to showcase the Trust's services and raise awareness of our first health on the high street venue at Unit 33 in Friars Square shopping centre.

On Saturday 4<sup>th</sup> November our Resuscitation Service completed 24 hours of uninterrupted chest compressions in a Basic Life Support marathon. Inspired by the global initiative, [Restart a Heart Day](#), the marathon was intended to raise awareness of this life saving skill and [fundraise for community equipment](#). In just 24 hours, 420 volunteers completed over 150,000 chest compressions. From 16 October for six weeks, the team are aiming to train 1,800 people across the local community. Congratulations to the team for this initiative and for spreading such an important message: two hands can make a difference.

I have also previously highlighted the growing success of our schools engagement team and our Bright Futures at BHT programme, and I am delighted to share a [video](#) showcasing our Teachers Engagement Project. This was set up to give local teachers and careers advisors the chance to see the range of careers available in healthcare, speak directly with clinical and non-clinical colleagues, and see how the skills and curriculum that students learn at school could support them in a future healthcare career. It's also an opportunity to share the range of opportunities we have to offer young people such as apprenticeships.

We were also invited to present at a national briefing organised by the Careers and Enterprise Company (CEC), alongside organisations including the BBC, UK Space Agency, and Federation of Small Businesses, to discuss new employer standards for careers education. In partnership with the Bucks Skills Hub, we participated in a pilot run by the CEC to apply its nine standards for career education, which includes promises to 'provide meaningful opportunities' and 'raise awareness of pathways into work' to support young people in their next steps beyond education.

### **Great place to work**

Two of our colleagues were privileged to attend the recent celebrations at Buckingham Palace for His Majesty the King's 75<sup>th</sup> Birthday and 75 years of the NHS: Asha Mathew (Advanced Nurse practitioner in Haematology) and Arlene Bautista (Head of Clinical Education and Professional Development) represented our Trust for their work in supporting internationally educated nurses settle in to working with us and living in Buckinghamshire.

The National Staff Survey closes on Friday 24 November 2023. I described in my last CEO Report how important data from this survey are in understanding how colleagues feel about working at BHT, and what we can do to improve their experience. I am delighted to append to this report a letter we have received commending improvement across all seven elements of the NHS People Promise in last year's data. Our Chief People Officer, Bridget O'Kelly, was also invited to attend the Chief Nursing Officers' Conference to share some of our approaches and findings.

Earlier this month we marked Remembrance Day with services on each of our three largest sites, with the service at Stoke Mandeville Hospital live-streamed for colleagues joining remotely. My thanks to colleagues who organised and coordinated these services, which form a sobering and important time in the year to reflect on sacrifices made, both past and present.

Finally, I was pleased to spend time with some of our peer vaccinators this month, as our flu and COVID-19 vaccination campaign continues.

### **Appendices**

Appendix 1 – NHS National Staff Survey Results 2022 letter

Appendix 2 – CARE Value awards

Appendix 3 – Executive Management Committee and Transformation Board

**2 November 2023**

Dear Bridget O'Kelly,

## **NHS National Staff Survey Results 2022**

While organisations are hard at work encouraging colleagues to make their voice heard for NHS Staff Survey 2023, I wanted to reach out regarding your organisation's exemplary performance in the NHS Staff Survey 2022.

This was the second year that the NHS Staff Survey provided insight aligned to the People Promise framework. This is done to measure staff experience trends in NHS organisations and honour the promise that we all work together to improve the experience of working in the NHS for everyone.

The 2022 results show you are one of the Trusts that has shown improvement in all 7 elements of the People Promise and the themes of Employee Engagement and morale.

This is a significant achievement, and we would like to celebrate this with you. Please find enclosed a certificate that I hope you can share across your organisation to recognise the hard work of your colleagues to improve staff experience in your organisation.

The NHS is operating in a challenging environment and improving staff experience in these circumstances should be recognised as a real achievement. I would like to thank you and your team for all your hard work in leading and delivering improvements for our NHS people. This truly matters the care we deliver for our patients and service users. Please pass on my personal thanks to your teams.

If you are not already a member of our Staff Experience community, please join our page on Future NHS where you will find the latest case studies, sharing of learning and research about staff experience in the NHS. [Employee Experience and Engagement - FutureNHS](#)

Yours sincerely,

A handwritten signature in black ink, appearing to read 'Em Wilkinson-Brice', is centered at the top of the page. The signature is written in a cursive style.

**Em Wilkinson-Brice**  
National Director for People  
NHS England



We are **recognised**  
and **rewarded**

# CERTIFICATE OF RECOGNITION AWARDED TO

## Buckinghamshire Healthcare NHS Trust

With thanks and in acknowledgement of your achievement in improving the experience and engagement of colleagues within your organisation.

*Em Wilkinson-Brice*

*November 2023*

Em Wilkinson-Brice, National Director for People  
**NHS England**



## 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.

September 2023

Category	Name	Role	Nomination	Nominated by
Collaborate	Charissa Mae Colita, Takudzwa Mandeya and Alice Swaine-Gray	Nurses Acute Medical Unit	I was on call one evening when a patient with malaria required their final dose of artesunate as part of the treatment plan as per oxford infectious disease team. After the nurses had checked several times and going above and beyond for a patient on AMU who had malaria, they contacted me to try and get this medication for the patient. The medication was listed as being in the emergency drug cupboard however it was not there. And after coming in and having a look it was not in the pharmacy department either. The nurses Alice, Taku and Charissa all helped to support me on call in the middle of the night until 3 am and helped me do my job to be able to source the artesunate from another hospital so that the patient could complete their course of artesunate so that they would not have to stay in hospital for further days. Alice helped me to find an alternative hospital that we could get the artesunate from and together with Taku and Charissa they all helped to support me until the medication was found and delivered to the ward.	Colleague
Aspire	Eyda Scott-James	Community Staff Nurse Amersham ACHT`	I have received a letter from a former nurse, who is the wife of one of our patients. The wife has written a beautiful letter which I will try to summarise here: ...Edyta shows great empathy and understanding of the patients needs, showing an abundant capacity to listen carefully to her patient and allowing him time so she can understand the complexities of his needs... Edyta considers the wider picture and always checks on the wife too... Edyta displays knowledges, skills, compassion and professional competency that makes the wife know Edyta understands the human element of her work first... They both have every confidence in the care Edyta gives. I fully concur with the sentiments in this letter. Edyta is a highly valued and highly thought of colleague who puts the patient and her colleagues at the heart of what she does.	Colleague
Respect	Rachel Walls	Complaints Officer	Thank you facilitating communication and taking on board my points of complaint comprehensively and accurately. I know some of these calls have probably been longer than you normally have to make, but they were absolutely necessary, in order for me to build trust and be able to explain things that have been worrying me, properly. As it is, because you have both listened to, and understood properly, and communicated appropriately, I feel the enclosed e mail addresses all areas of my complaint, and I am very thankful for this. A lot of this is down to you, for listening and being kind and helping to discern the actual points that the Trust needed to address in order to put the situation right. (As someone with autism, we can't 'filter' so get overwhelmed by situations and people and sometimes can't even address the actual issues that are troubling us, without surrounding it with lots of other communications, also!)	Patient

			You have helped by 'picking out' the actual points that, as a Trust, needed addressing. Thank you.	
Enable	Emma Steadman	Community and Specialist team matron Maternity	I felt compelled to write this testimonial for Emma, who truly deserves to be recognised for her exceptional dedication and care in her role as a manager within the NHS. In my career, I have had the privilege of working under various managers, but I can confidently say that Emma stands out as one of the very best. One of the most remarkable qualities that sets Emma apart is her unwavering commitment to her team, even in the face of the immense demands that come with her role. Despite the often-overwhelming workload, Emma consistently manages to be present and available for her staff, providing invaluable advice, support, and constructive feedback. This availability creates a sense of security and reassurance among her team members, which is invaluable in our specialist roles that can often be stressful and intensive. In our line of work, where the pressure and responsibility can weigh heavily, knowing that there is someone like Emma to turn to for guidance and support significantly reduces the burden. Emma's genuine care and understanding shine through in everything she does, and we genuinely feel that she has our backs. She consistently goes above and beyond to ensure that her team members are equipped to provide the best care possible to our patients. Emma's dedication to intervening when necessary to enhance patient care outcomes is truly commendable. Emma's exceptional leadership extends beyond her commitment to patient care. She also places a strong emphasis on looking after the needs and well-being of her midwives. This holistic approach to management not only fosters a positive work environment but also ensures that her team members are better equipped to provide the highest level of care to patients. In conclusion, I feel incredibly fortunate to have Emma as my line manager. Her caring and compassionate nature, coupled with her unwavering support and dedication, make her an invaluable asset to our team and the NHS as a whole. Emma exemplifies the qualities we should all aspire to in the healthcare profession, and she is truly deserving of any recognition or award that comes her way. Thank you, Emma, for your outstanding leadership and for making a positive difference in the lives of both your team members and patients!	Colleague

October 2023

Category	Name	Role	Nomination	Nominated by
Collaborate	Reception - Suzanne Hirst Reception - Lisa Smith Reception - Linda Moore Facilities -	Various across IECC	Over the past 12 months the people mentioned above have been helping to support our programme of Older People events at Thame, Marlow and Chalfont & Gerrards Cross community hospitals. This week, we ran this event at Chalfont Community Hospital. On this occasion the team managed to see 34 patients for fitness reviews and did blood pressure checks on 49 attendees. Approx 70 people attended this event. Without this team of specialists, we would not have been able to give our attendees the support and advice they needed to live their life to the best of their capabilities. One attendee said 'I have learned more today about my general health than I have in the past 5 years. Your staff have been angels today. I feel more confident in speaking to the organisations I need to get the help and support I	Colleague



	<p>Graham Ladyman  CATS and Community Hubs  Manager - Alison Aylen  Continance Service:  Esther Rodrigues  Falls  Specialists:  Isabel Crispin, Bhav Obhrai, Lucie Posnett, Alison Oxley, Terri Flynn, Sukh Sandhu  CATS: Sumit Khanna, Louise Copping  Thame Day Hospital/  Thame Rehab Service - Gill Norris  Volunteering on her day off (from Thame Reception team): Mary Dix  RRIC: Galina Ganeva</p>		<p>need at home. I know exactly what I need now. Thank you for arranging today. Can we please have more events like this! Whilst many would argue that our community sites do not sit in areas of deprivation, many of the attendees are struggling to pay their bills and are extremely vulnerable. The average age of the attendees to these events is 60 plus and many of them are suffering from social isolation which has continued since COVID when many of the services they relied on were taken away and have not returned since. Creating a safe space for them to understand their health and what services which are around locally they can tap into is invaluable. These are the people who built our nation, and they deserve for us to look after them in their later years. Thank you so much for supporting these days. I just wanted to say a huge 'Thank you' for supporting IECC, the Trust and me in putting on the Older Peoples event on in Chalfont this week. You were phenomenal (even with double bookings being thrown your way). I am more and more in awe of the work you do and the passion you have for your chosen profession. If this isn't an example of our workforce going above and beyond, I don't know what is. I hope you know this as a team, but I will reiterate it anyway, the impact you had and have had on the people who attend these events is huge. I was constantly asked on Wednesday when the next one would be. Thank you so much from me and from our local communities for coming to these events and making a real difference, for real people, within the communities we host these events at. You are amazing!</p>	
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Aspire	Mahanthege RATNAYAKE known to us as Aruna	Health Records Clerical Assistant	Aruna deserves recognition for his hard work in our department he has taken time to make a programme for us to make work easier in medical records. It's a 3 in one tool which will help us greatly and save us so much time. In his own time over the last 9 months, he has been working to set this programme up. Aruna's IT skills are brilliant and he always has time to help others in the office. He also did a teams call to show us all how to use the 3 in one tool and there is a tutorial to watch which he has done also. Aruna is a valued member of our team and has helped us greatly over the years in medical records. So I feel like many of my colleagues in our office he should be recognised for his hard work and excellent IT skills.	Staff
Respect	Lydia Howell, Shelly Michelle Denham, Shashkia Rathnayake Chatumaduri Karandeniya Lorna Rosemary Botha, Roxanna Moise	Various ED & SDEC	I unfortunately was attacked by a dog recently and was admitted for multiple surgeries including surgical washouts of my hand and thigh and reconstruction of my thigh. I would just like to thank the amazing nursing staff in A&E and ward 14 where I was admitted. I was shown so much compassion, patience and empathy. Staff were amazing at maintaining my dignity and privacy, as a member of staff I was mindful of how dreadful I looked in front of my colleagues but I cannot fault the way the nurses and HCA's cared for me. My partner works in SDEC and his management team have done everything they can to facilitate leave for him to care for me, they have visited and kept in contact with us for the last 3 weeks, a level of support I personally have never experienced from management.	Patient
Enable	Elaine Baldwin	Lead Programme Manager QI & Transformation team	Elaine has supported the UEC programme, in particular the ED and SDEC workstreams. Elaine has ensured that the workstreams have structure, updated project plans and highlight reports, amongst other things. She is instrumental in ensuring we take responsibility for our actions within the workstreams and can always be relied upon to help and support. I have personally found Elaine very supportive and she has guided me when I have been unsure about a course of action. Elaine enables the project team to speak openly and candidly which helps to ensure the projects are delivered or amended as needed. She has supported me with 2 deep dives, producing an incredible slide deck but also supporting me with any questions from the board (generally reminding me of the questions!). The ED and SDEC team are very fortunate to have a programme manager who is so invested in improving the front door pathway. Thank you very much Elaine	Colleague

## Executive Management Committee and Transformation Board

### Executive Management Committee 24 October to 14 November 2023

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**

Integrated Performance Report – quality metrics  
Emergency Preparedness, Resilience and Response report  
Patient Portal  
Care Quality Commission maternity report  
Maternity quarterly quality and safety reports  
Patient experience quarterly report  
Safe staffing monthly report  
Serious Incidents theming report  
Infection Prevention & Control quarterly report  
Mortality and medical examiner report  
On holds project update  
Call 4 Concern – Patient and Relative Activated Outreach  
Elective recovery  
Non-Emergency Patient Transport Service  
Clinical Strategy

#### **Governance**

Summary of internal audit work  
Corporate performance reviews quarterly report  
Trust Policy sub-group ratification report  
Organisational Risk report  
Minutes from EMC sub-groups

#### **Money**

Monthly finance report  
Capital report  
Productivity recovery

#### **People**

International recruitment and support  
Local Clinical Excellence Awards (2023/24)  
CARE awards

### Transformation Board 21 November 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 is chaired by our Chief Digital and Information Officer and 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  
Integrated Performance Report  
Outpatients Deep Dive  
Digital Health update  
Organisational Development framework  
Temporary staffing  
Transformation Portfolio updates

- Urgent and emergency care
- Healthy communities
- Diagnostics