

Chief Executive's Report

National and system update

Industrial action

Junior doctors began their latest strike action on Wednesday at 7.00am and finished at 7.00am on Tuesday 9th January. At a national level, this latest action saw 113,779 inpatient and outpatient appointments rescheduled, and 25,446 staff were absent from work due to strikes at the peak of the action. Since strikes began, the cumulative total of acute inpatient and outpatient appointments rescheduled across the NHS is now 1,333,221. I would like to personally thank all of my colleagues at the Trust for working tirelessly to keep our patients safe.

Measles

The UK Health Security Agency (UKHSA) has warned that further outbreaks of measles could spread beyond the West Midlands unless urgent action is taken to increase Measles, Mumps and Rubella (MMR) vaccination uptake in areas at greatest risk.

As of 18 January, there have been 216 confirmed cases and 103 probable cases in the West Midlands since 1 October 2023 - the majority being in children aged under 10 years. There have also been outbreaks in other parts of England, including London. As a result, the UKHSA has declared a national incident. As a Trust we are implementing the latest UKHSA guidance to support preparedness for and management of suspected or confirmed measles cases in healthcare settings.

Fuller report

Following the Independent Inquiry into the David Fuller case, the Phase 1 Report was published on 28 November 2023. The inquiry was established to investigate how David Fuller was able to carry out unlawful actions in the mortuary of the Maidstone and Tonbridge Wells (M&TW) NHS Trust, and why they went, apparently, unnoticed for so many years. The report makes 17 recommendations all of which are relevant to all mortuary providers. The Buckinghamshire, Oxfordshire and Berkshire West Integrated Care Board (BOB ICB) is working with providers of mortuary services, to gain assurance that all recommendations are being implemented. This assurance will be monitored through the BOB Population Health and Patient Experience Committee (PHPEC).

BOB ICB Primary Care Strategy

The BOB ICB has published its draft Primary Care Strategy which highlights our ambitions for the future of general practice, community pharmacy, optometry (eye care) and dentistry across BOB.

The draft strategy outlines three priorities to help deliver these ambitions:

1. to improve access so patients get the right support first time to manage their health and wellbeing
2. to develop proactive and personalised in the community care for patients with complex health needs
3. to prevent ill health by using and sharing data with our partners about the health needs of local communities.

To help deliver these priorities we are proposing to further develop the following services:

- Non-complex same day care
- Integrated Neighbourhood Teams

- Cardiovascular Disease Prevention

You can find out more about the draft strategy and share your views about the plans [here](#). The draft strategy will be an agenda item at the February Trust Board.

Outstanding care

My thanks to colleagues across all our acute and community sites working hard over the Christmas and New Year period to keep our patients, particularly some of the most vulnerable residents of our county, cared for.

Key performance data are reported in the Integrated Performance Report with supporting narrative. At Transformation Board earlier this month, the team updated on continued improvements to the Elective and Urgent & Emergency Care pathways. Whilst there have been improvements in the cancer pathway, the Trust is still performing below target and a deep dive is in progress to ensure this is back on track by the end of March 2024.

A Joint Area Targeted Inspection of the way the safeguarding partnership in Buckinghamshire works together in relation to the assessment of initial needs for children took place from Monday 22 to Wednesday 24 January 2024. Over the three days the inspection team visited our safeguarding team, emergency department, children and young peoples' services and maternity department. The inspection will not result in a rating for the Trust or Buckinghamshire Council but will identify strengths and weaknesses in our partnership practice. A further update will be provided once we receive the final inspection report.

I am delighted to append to this report a letter from NHS Blood & Transplant (Appendix 1), advising that the number of donors and transplants has increased and returned to pre-pandemic levels, and commending our Trust on our contribution to this. The letter describes data for the first half of the financial year, and I would particularly draw the Board's attention to the quality of care provided through these complex situations. My thanks to colleagues involved.

I am also very proud that Wycombe Hospital has been successfully accredited as an elective surgical hub delivering high standards in clinical and operational practice – the first within the BOB ICB.

The scheme, run by NHS England's Getting It Right First Time (GIRFT) programme in collaboration with the Royal College of Surgeons of England, assesses hubs against a framework of standards to help hubs deliver faster access to prioritised care and surgical procedures such as cataract surgeries and hip replacements. It also seeks to assure patients about the high standards of clinical care. Wycombe Hospital is one of **31** hubs to date that have been accredited.

I am sure the Board will join me in congratulating our Research & Innovation team which has been successful in applying to be an [NHS Clinical Entrepreneur Programme InSites Trust](#). The programme is in the second year of its pilot, and we now join a group of 20 leading innovation trusts. We will also receive funding to support capability building, and I look forward to sharing further updates in due course.

I am pleased to announce that we have been shortlisted in the HSJ Partnership Awards in the Most Effective Contribution to Integrated Health and Care category for the Onward Care programme which has been developed and piloted in partnership with Sodexo. I am also

delighted to celebrate the outstanding work of some of our colleagues and volunteers. Dr Andy Tyerman, Consultant Clinical Neuropsychologist, has won the British Psychological Society M B Shapiro Award for clinical psychologists which is given to those who have achieved eminence in the profession. Trust volunteer and honorary chaplain, Dave Short, has been made a Member of the British Empire for his services to pastoral care and the community in Buckinghamshire.

Healthy communities

Partners across the Buckinghamshire place have identified the need to build healthier communities, improve population health and reduce health inequalities. Recognising the collaborative nature of this work, Buckinghamshire partners have agreed to develop a place wide strategy. The first strategy development session was held on 4 December 2023. The key outputs were the need:

- for prevention and proactive care to feature more strongly in Buckinghamshire's service offer (including citizens as assets and a systematic approach to working with the VCSE sector).
- to add value in those services where patients are receiving care in the appropriate setting
- to review governance and accountability arrangements to ensure accountability is shared and aligned; and
- further develop an effective approach to providing care earlier in the pathway, in and out of hospital settings

Next steps will be to complete data collation and analysis and reconvene key partners in February to agree data analysis and confirm a focused set of key priority areas for integrated health and care in Buckinghamshire to then share and develop with wider partners. I look forward to updating on the outcome of this work in due course.

The Trust has been running a Homeless clinic since May 2022 engaging with two local homeless charities, Aylesbury Homeless Action Group (AHAG) and Wycombe Homeless Connection (WHC). Last month, led by Chief Medical Director Andrew McLaren, we held a workshop with representatives from the Trust, Oxford Health, Buckinghamshire Council, BOB ICB, Primary Care and Oxford University Hospitals to discuss how we can work closer together to support local homeless and vulnerable communities. We will continue to update the Board on this initiative.

Great place to work

It was a pleasure to visit all of our Trust sites alongside my Executive colleagues in the days preceding Christmas, to spread some festive cheer and say a personal thank you.

In November last year, we said we were going to change how we support working flexibly at the Trust. How we manage annual and other leave is an important part of these changes. We are pleased that we have launched a new policy which aims is to provide support to all colleagues, recognising different working patterns and places, different life events and different stages of our working lives.

We are also working hard to improve the environment for our colleagues, ensuring they have comfortable spaces to take a well earned break. As part of this, I am pleased that we have reopened the Windsor Dining room at Wycombe with further refreshment areas opening

soon at Stoke Mandeville and Amersham hospitals.

Finally, on behalf of the Board I would like to take this opportunity to say a special thank you to two colleagues.

Dr Sarah Lewis will be attending her final Board meeting this month in her role as Board Affiliate, which she has undertaken over the last year in addition to her clinical responsibilities. Sarah has made a valuable contribution to our discussions, and we wish her continued success in her career with the Trust.

Ali Williams, our Chief Commercial Officer, will be leaving the Trust at the end of January to take up a position in Scotland. During her time at the Trust, Ali has been instrumental in establishing a thriving commercial function and led on some of the most critical changes to our sometimes problematic estate, from ensuring we had sufficient piped oxygen at Stoke Mandeville Hospital at the height of the COVID-19 pandemic, to modernised agile working spaces across our sites. One of Ali's most memorable legacies will be an energy plant at Wycombe which will have the potential to power new buildings on that site at net zero.

Charmaine Hope will be joining us from Oxford University Hospitals NHS Foundation Trust as Chief Estates & Facilities Officer. where she has been Director of Facilities, Estates and Capital Management. Amongst many highlights in this role, Charmaine led on delivering an award-winning 48-bed critical care new building. We will be delighted to have her experience and expertise in our organisation.

Appendices

Appendix 1 – Letter from NHS Blood & Transplant

Appendix 2 – Elective Surgical Hub Accreditation letter

Appendix 3 – CARE Value awards

Appendix 4 – Executive Management Committee and Transformation Board

November 2023

Dear Mr Macdonald and Mr McLaren,

The number of donors and transplants in the UK have continued to improve and we have returned to pre-pandemic levels. Please accept our recognition and thanks for the effort of your staff.

This letter explains how your Trust contributed to the UK's deceased donation programme.

Organ and tissue donation and transplantation activity - Apr-Sep 2023

From 5 consented donors, Buckinghamshire Healthcare NHS Trust facilitated 4 actual solid organ donors resulting in 10 patients receiving a transplant during the time period. Additionally, 12 corneas were received by NHSBT Eye Banks from your Trust.

Quality of care in organ donation - Apr-Sep 2023

The referral of potential organ donors to our Organ Donation Service and the participation of a Specialist Nurse for Organ Donation in the approach to family members to discuss organ donation are key steps in ensuring the success of organ donation.

- Your Trust referred 27 patients to NHSBT's Organ Donation Services Team; no referrals were missed (100% referral rate) and 11 met the referral criteria for inclusion in the UK Potential Donor Audit.
- A Specialist Nurse participated in 7 organ donation discussions with families of eligible donors. There were no occasions when a Specialist Nurse was absent for the donation discussion.
- Thank you for missing no opportunities to follow best practice out of 18 during the time period. Your Trust also missed no opportunities out of 18 in the first six months of 2022/23.
- In South Central, 46% of the population have registered an NHSBT Organ Donor Register (ODR) opt in decision. This compares to 43% of the population nationally.

Up to date Trust metrics are always available via our Power BI reports found here:

<https://www.odt.nhs.uk/statistics-and-reports/potential-donor-audit-report/>.

What we would like you to do

- Ensure your Trust supports your Organ Donation Committee and Clinical Lead for Organ Donation in promoting best practice as they seek to minimise missed donation opportunities.
- Discuss activity and quality data at the Board with support from your Organ Donation Committee Chair.
- Recognise any successes your Trust has had in facilitating donation or transplantation, especially during the ongoing NHS pressures.
- An opt-in registration on the NHSBT Organ Donor Register results in the highest rates of consent/authorisation, please support your Organ Donation Committee in their efforts to promote the NHSBT Organ Donor Register where possible.

Deemed Consent Legislation - England

England introduced deemed consent in May 2020. In England between 20 May 2020 – 30 September 2023 there were 1579 occasions when consent was deemed from 2729 occasions where deemed consent applied.

Why it matters

In the first six months of 2023/24, 123 people benefited from a solid organ transplant in South Central. However sadly, 3 people died on the transplant waiting list during this time.

Thank you once again for your vital ongoing support for donation and transplantation.

Yours sincerely,



Anthony Clarkson
Director of Organ and Tissue Donation and Transplantation
NHS Blood and Transplant

Jonathan Berry
SRO
jonathan.berry1@nhs.net

December 2023

Dear Jon

Elective Surgical Hub Accreditation

I am delighted to be able to offer my congratulations and advise you that Wycombe Hospital Elective Surgical Hub has been recognised as an accredited hub following the site visit held on November 23rd 2023. This accreditation will apply to both adults and paediatrics.

This is a huge achievement and recognition of the clinical and operational excellence within your team and their engagement in the accreditation process.

The team who visited your hub were impressed with the professionalism and enthusiasm of your staff and it was obvious that they were keen to take advantage of the benefits that the accreditation scheme offers. GIRFT's focus is on facilitating the development of surgical hubs with the aim of improving patient flow and utilisation and we are extremely grateful for your participation in Cohort 3 of the accreditation programme.

Next Steps:

With this email you have also received the following documents:

- Two site reports
 - One relating to the detail of the compliance with criteria.
 - One executive report
- Template for the Hub Optimisation Plan
- A Communications briefing and pack containing sample press release, accreditation logo and social media cards will be sent to your comms lead on January 8th.

You will also shortly receive an invite to a call to hear more about the post-accreditation process.

Once again thank you for your contribution to this process and many congratulations to you and your team.

Best wishes

Professor Tim Briggs

Chair of GIRFT

National Director for Clinical Improvement and Elective Recovery, NHS England

Cc:

Regional Director - Anne Eden

Recovery Lead – Sarah Seaholme

Site Lead – John Abbott

Accreditation Visit

Wycombe Hospital Elective Surgical Hub

Elective Surgical Hub

National Accreditation Report November 2023

The visit was carried out on November 23rd by the following team members:

- Omar Yanni – Consultant Spinal Surgeon at East Kent Hospitals University NHS Foundation Trust
- Charlotte Taylor – Consultant anaesthetist at Guys and St Thomas’ NHS Foundation Trust
- Majid Chowdhry – Consultant Orthopaedic Surgeon at Sussex Orthopaedic Treatment Centre
- Zoe Packman – Deputy Director, Nursing Service Transformation & Resilience, Quality and sustainability innovation directorate, Office of The Chief Nurse at NHS England
- Monica Pereiracaldas – Operations Manager at University Hospitals Sussex NHS FT
- Rosemary Hogg – Consultant Anaesthetist at Belfast Health and Social Care Trust
- Rachel Deyermond – Consultant Anaesthetist, Associate Clinical Director at South-Eastern Health and Social Care Trust
- Elena Bechberger – National Programme Director for HVLC GIRFT/NHSE

Executive Summary

This report brings together our findings and recommendations based on the evidence and data we collated during the elective hub accreditation process culminating in the site visit on November 23rd, 2023.

- Additional clarification of paediatric pathways was provided following the site visit.

Wycombe Hospital elective surgical hub participated in the accreditation process as part of the national accreditation programme Cohort 3, having been nominated by the regional Team. 8 other hubs participated in cohort 3 which ran from August 2023 until December 2023.

As part of the process, Wycombe was asked to submit evidence against national accreditation criteria which had been developed by a large cohort of experts, both clinical and non-clinical, and including several Royal Colleges.

On the day of the visit, it was a privilege to meet such a committed, talented and enthusiastic team. They shared examples and information on good practice and innovation and were open and transparent during interviews and focus sessions. It is encouraging to meet the teams who are supporting the elective recovery process for this system and to better understand the pressures and daily challenges they face. The report both recognises areas of excellence and makes practical recommendations that will support and address some of these pressures.

The Accreditation Panel sat on December 19th and the outcome is that Wycombe Hospital Elective Surgical Hub has been accredited as an elective surgical hub for adults and children.

Patient Pathway-Domain 1

Of the 13 criteria in this domain, 11 were fully met, and 2 partially met.
Areas of Excellence:

- EPR supports system-wide referral in and out of the hub
- Pre assessment is undertaken across 3 trust sites at location closest to home of the patient and 6-10 weeks before TCI date
- Embedded processes to maximise suitability of patients
- eConsent as standard
- Introduction of a digital pre-op process (Synopsis)
- There is a considerable degree of staff awareness of the hub and its purpose
- My Planned Care app is being used
- Weekend physio service to support weekend discharge
- Patient feedback app
- There is evidence of embedded, standardised processes
- Comprehensive Pre-Op patient information that demonstrates shared decision making
- There is a shared ethos across the Trust to promote day case surgery. Currently day case rate is at 81.4%
- Paediatric 'My Little Journey' App

Opportunities for Improvement:

- Review pre-assessment processes to implement further improvements- explore opportunities to reduce in-person appointments
- Integration of pre-assessment into outpatient clinics and consider clinics based on complexity of patients
- Patient telephone contact prior to surgery - develop standard scripts and FAQ
- Move towards fully nurse-led discharge
- Review pharmacy discharge process to identify and resolve TTO delay issues
- Introduce digital Pre-Op system for paediatrics

Staff and Training-Domain 2

Of the 8 criteria in this domain, all were fully met.

Areas of Excellence:

- Fully ring-fenced staff
- Consultants work across all sites
- Staff are fully supported and encouraged to access training opportunities
- Training embedded in most lists
- Focus on improved experience for theatre staff
- A positive and supportive working environment. Good links between clinical and non-clinical staff
- Staff are invested, enthusiastic, and are highly skilled
- Paediatrics - good access to play therapists

Clinical Governance and Outcomes-Domain 3

Of the 4 criteria in this domain, all were fully met.

Areas of Excellence:

- Robust processes for the collection and use of patient and operational information are embedded across the organisation
- Excellent process for sharing operational information across the organisation
- Qlikview app, refreshed daily and able to be viewed by site and/or specialty
- Childrens Surgery Committee – robust MDT approach
- ACSA accredited and currently renewing their accreditation

Utilisation and Productivity-Domain 4

Of the 3 criteria in this domain, 1 was fully met and 2 partially met.

Areas of excellence:

- Good theatre utilisation
- 6-4-2 process embedded with plans to move beyond this

Opportunities for Improvement:

- Introduce more dedicated HVLC lists, enabled by more focused booking/scheduling approach. Focus on high volume (e.g. 4 joints per list)
- Introduce more focused processes for staff back-fill to reduce cancellations of lists due to lack of surgeon or anaesthetist availability. Currently these run at around 50 per month. Explore the 'virtual theatre' model and consider the introduction of Fellow lists
- Progress with plans to move beyond 6-4-2
- Introduce 2.5 session days and end the practice of running half day lists (e.g. in gynaecology)
- Increase Saturday working as considerable capacity is not used at weekends
- Cancellations on the day should be regularly reviewed and process should ensure that when patients are cancelled the theatre slots can be backfilled with standby patients.
- Paediatrics - resource to implement a dedicated paediatric analyst to support improvement in the service

• Facilities and Ring Fencing-Domain 5

Of the 7 criteria in this domain, all were fully met.

Areas of excellence:

- Robust winter plan-21 additional beds to be opened at Stoke site to prevent any impact on elective services at Wycombe
- Excellent process for sharing operational information across the organisation
- All metrics are available split by site, with data accessible to all teams
- QlikView app viewed by site and/or specialty
- Vein finders in all theatre suites

Opportunities for Improvement:

- Real estate requires a major upgrade, and the impending capacity reshuffle will affect orthopaedic productivity

Hub Optimisation Plan (HOP) to be developed to address the following areas:

Domain	Action
1. Patient Pathway	Review pre-assessment processes <ul style="list-style-type: none"> • explore opportunities to reduce in-person appointments • explore integration of pre-assessment into outpatient clinics • consider clinics based on complexity of patients
1.Patient Pathway	Develop standard scripts and FAQ to support staff when contacting patients prior to surgery
1.Patient Pathway	Develop a plan to move towards fully nurse-led discharge. Link into good practice hub examples provided by the GIRFT accreditation team
1.Patient Pathway	Review pharmacy discharge process to identify and resolve TTO delay issues
4. Utilisation and Productivity	Introduce more dedicated HVLC lists enabled by a more focused booking/scheduling approach
4. Utilisation and Productivity	Introduce more focused processes for staff back-fill to avoid cancellations due to surgeon or anaesthetist availability - Explore the 'virtual theatre' model and consider the introduction of Fellow lists (link into Barts Health Orthopaedic Centre
4. Utilisation and Productivity	Develop a process to ensure that standby patients are identified and are ready to fill cancelled places on theatre lists
5. Facilities and Ring-fencing	Real estate upgrade - develop a plan that will protect orthopaedic productivity

The action plan using the template should be completed **by 2nd February 2024** and submitted to jane.rooney7@nhs.net for sign off by the accreditation panel. The HOP must include timelines and owners for each action.

Summary:

The Accreditation Panel sat on December 19th and the outcome is that Wycombe Hospital Elective Surgical Hub has been accredited as an elective surgical hub for adults and children.

Eight actions are required and are identified above.

Accreditation is reviewed at 3 months to consider any actions recommended by the accreditation panel. Accreditation lasts for three years, subject to maintaining standards and levels of performance as well as progress towards the identified areas for improvement, after which re-accreditation will take place.

Any queries about this report should be directed in the first instance to your hub key contacts

Jonathan.berry1@nhs.net

Appendix 3 – 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.

November 2023

Category	Name	Role	Nomination	Nominated by
Collaborate	Tracy Strachan	HCA Specialist Gynaecology Outpatient Department	Tracy is an invaluable part of the team who has gone above and beyond her role to ensure the smooth running of the department during episodes of long terms sickness. She has taken on greater responsibilities during this time. These include helping in the training of new members of staff, and the ordering and storage of stock so that the extra clinics arranged, have had the equipment required to go ahead. I feel that Tracy should be recognised for all of her hard work and commitment to the team.	Colleague
Aspire	Helen Compton	Guidelines Administrator Clinical Effectiveness Department	I'd like to nominate Helen for her positive attitude and the impact her exemplary work ethic has had on reducing the backlog of guidelines requiring review. Helen is such an asset to our team and always raises morale in the office. She comes in each morning with a smile on her face and always provides positive contributions at Team meetings. She is keen to consider and discuss new ideas and looks at these from a Team perspective rather than just focusing on how these impact her. When our Guidelines Facilitator retired at the end of December 2022, Helen worked on her own for 3 months covering all guidelines related work. At the time we were under a lot of pressure to reduce the number of guidelines requiring review which resulted in extra work and a high volume of guidelines requiring updates. Helen also had to cover some aspects of the Guidelines Facilitator role (reporting etc.) but didn't moan or complain, just got stuck in and carried on. Once our new Guidelines Facilitator started, Helen quickly formed a positive relationship with her. Happily sharing her knowledge and enthusiastically embracing and contributing to suggestions to streamline and improve our processes – an excellent example of the Trust initiative to work 'smarter not harder'. Working together Helen and Sandie, our Guidelines Facilitator, have supported the clinicians and governance teams and significantly reduce the number of guidelines awaiting review and this wouldn't have happened without Helen's hard work.	Colleague
Respect	Dr Geraldine Tasker	Consultant Obstetrics and Gynaecology	Dr Geraldine Tasker has been wonderful, she's very professional, very caring and compassionate. She has been on my case and journey through cancer and various health problems ever since I fell ill and up to now, she still follows me up. She encouraged me when I had lost hope. To save life is in God's hands but God made Dr Tasker the source of my recovering. A massive thanks from my heart of hearts for everything you have done to save my life as I could be history by now. Great doctors like you replace fear of illness with trust in recovery. I also want to thank your wonderful team of doctors who cared for me when you were away. They were wonderful and I was reassured and cared for with warmth all the	Patient

			time. Thank you so much Dr Tasker and your wonderful team. Thank you, NHS. You're extraordinary human beings. I highly appreciate and I can never thank you enough.	
Enable	Diana Bunce	Community Team Lead	Diana recognises and appreciates each member of her team's unique qualities and treats them with respect and consideration. Diana has an open-door policy, where she actively listens to the staff. Diana encourages open communication, by showing empathy and being non-judgemental. Diana shares her ideas and good practice with me, so I am able to develop. Diana is supportive and empowers me to enhance my skills as a leader.	Colleague

December 2023

Category	Name	Role	Nomination	Nominated by
Collaborate	Nicola Ruff and Catherine Stevens	Play Specialists Paediatrics	During a period of unusually high staff sickness and higher than usual patient activity Nikki and Catherine have stepped up and made sure that they have helped the Paediatric Wycombe team in any way they can, even stepping out of their normal roles. They have stood in as Receptionists and HCSWs. They have made beds and cups of tea and coffee when team members haven't had time to make them themselves. They have clearly demonstrated how collaborative teamwork can both ensure the wellbeing of the staff and improve the experience of patients and families visiting our department. They have done this while maintaining the excellent job that they normally do of ensuring the clinical areas are bright and cheerful and our young patients are entertained and distracted so that their visit to hospital is as enjoyable as possible.	Colleague
Aspire	Katrina Butcher, Ann Hutton and Agnes Endaya	Discharge coordinator, Matron, Sister Trauma & Orthopaedics'	"Tonight, at our restaurant, something truly remarkable happened. As the weekend kicked off on this Friday evening, we had a table with three extraordinary heroes - Katrina Butcher, Anne Hutton and Agnes Endaya, who happened to be nurses. In a moment of urgency, these three incredible individuals sprang into action to provide first aid to another tables guest. Their quick thinking, compassion and expertise were nothing short of inspiring. It's moments like these that remind us of the everyday heroes amongst us. We are deeply grateful to have had such dedicated and caring individuals dine at our restaurant. Thank you, Katrina, Anne and Agnes, for your selflessness and for embodying the spirit of compassion. Your actions have not only made a difference tonight but have also left an incredible mark on our hearts.	Member of the Public
Respect	Dr Usama Hussain	Ward Doctor Ward 10	I encountered Dr Usama Hussain whilst I was recently an in-patient at Stoke Mandeville for an extended period. Throughout my admission, this Dr treated me with nothing but kindness and respect. He has an extraordinarily high work ethic; largely driven by his over-riding commitment to provide the highest duty of care for the patients under his remit. I was extremely unwell, and Dr Hussain continually went above and beyond the basic level of care to get me well and discharged back to my family. This clinician is a rare breed in that he is a 'natural-born care provider' - always prepared to go the extra mile for his patients. I really can't recommend him highly enough for a Care Award as he also must battle through	Patient

			the red tape that goes hand in hand in the modern NHS when working on a very challenging ward. But he always manages to strike the right balance between form-filling and talking/listening to his patients. If I were to rate him out of five stars, then it would be six stars all-round. All I can say to Dr Usama is Thank You for your time and consideration	
Respect	Cate Beare	Radiographer, Breast Clinic	I attended the Breast Clinic for a recall from a mammogram. My Mum had passed away 10 days before I attended my appointment. During the appointment I became overwhelmed and upset. Cate recognised how hard I was finding the appointment. She offered me comfort and a quiet, private place where I could sit as I didn't want to sit in the main waiting area. She reassured me and empathised with my feelings. Gave me time to talk and offered me a drink. When I was leaving the appointment, she approached me and checked that I was okay before I left. I really felt that Cate cared about me and treated me as an individual given that I had been recently bereaved. I won't forget how she made a scary and stressful appointment just a bit easier for me.	Patient
Enable	Nick Thompson	Resuscitation Service Lead	Nick is new to his post and has a new team. Despite that challenge, he manages to inspire learners every time he holds his training sessions. He garnered the following positive feedback, and I feel very strongly that he deserves to have this recognition. Here are the comments: Excellent; What an engaging man; Resus was fun for once; I loved that we could do it as a team. He was kind and dynamic, easy to listen to; The way he repeated things did not feel boring it made it all sink in; Lovely man, put us all at ease and allowed us to learn; Clear, concise, enjoyable training. Please can we always do BLS in that format.	Colleague

Executive Management Committee and Transformation Board

Executive Management Committee 28 November 2023 to 9 January 2024

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 care groups. The following provides an overview of some of the key areas considered by the committee during this time period:

QUALITY & PERFORMANCE	PEOPLE	MONEY & ESTATES	GOVERNANCE & DIGITAL
Approval			
Adult Critical Care Transfer Service	White Ribbon Accreditation Program	Load Gen Company payments	-
PPG MSK Contract	Annual leave for Working Flexibly programme	Wycombe redevelopment, Barracks road	
Never Event briefing paper		Clinical Waste contract extension	
Alcon Unit contract			
Healthy Child Programme (HCP) Tender			
Assurance			
Plan for Care of Deteriorating Patient in ED	Public and Patient Public Sector Equality Report	Critical Infrastructure update – Property Services	Summary of Internal Audit work / outstanding actions
ED Quality Report		Monthly Finance and Efficiency Report	Data Security & Protection Toolkit
Maternity Incentive Scheme			
Safe Staffing			
Review of COVID Hospital-onset Hospital-acquired deaths			
CQC Improvement Plan			
VTE Annual Report			
Information			
Diagnostic SI Thematic Report	CARE value awards		Trust Policy Sub-Group ratification report
Maternity Survey CQC Benchmark			Minutes of EMC sub-groups
			Draft agenda for next meeting

Discussion

In December, the Private Patients team led a discussion on our approach at BHT and our plans to develop in future years. In January, EMC members had a session with our Freedom To Speak Up Guardian on Speaking Up, Listening Up and Following Up.

Transformation Board 19 December 2023 and 17 January 2024

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 since the last Board Meeting:

Approval

- Business planning 2024/25

Assurance

- Integrated Performance Report
- Healthy Communities
- Planned Care
- Urgent & Emergency Care
- Diagnostics Strategy
- Transformation Portfolio updates:
 - OD framework
 - Digital
- Financial recovery actions
- Efficiency plan
- Temporary staffing

Information

- Quality Improvement projects on a page