

Meeting: Trust Board Meeting in Public

Date: 28 February 2024

Agenda item	Chief Executive's Report
Board Lead	Neil Macdonald, Chief Executive
Author	Chloe Powell, CEO Business Manager
Appendices	Chief Executive's Report Appendix 1 – Executive Management Committee & Transformation Board
Purpose	Information
Previously considered	None

Executive summary

This report aims to provide an update on key developments since the last Trust Board Meeting in Public 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 is a summary of Executive Management Committee and Transformation Board for the last month to provide oversight of the significant discussions of the senior leadership team (Appendix 1). The latest monthly CARE value award winners will be included in next month's report.

Decision	The Board is requested to note this report.
-----------------	---

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"/>
--	---	---	--

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"/> Upskill operational and clinical managers
<input checked="" type="checkbox"/> Improve safety		
<input checked="" type="checkbox"/> Improve productivity		

Implications / Impact

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

Chief Executive's Report

National and system update

We have been preparing for industrial action taking place from 7am on Saturday 24 February until 11:59pm on Wednesday 28 February, and I would like to start by thanking colleagues involved across the Trust for their relentless hard work in maintaining the safety of our patients. My thanks also to any patients directly affected for their understanding and support.

We were delighted to be joined by Joe Harrison, Chief Executive of Milton Keynes University Hospital, to talk with leaders across the Trust about recent developments in the NHS mobile app. We discussed the role that this will increasingly play in becoming the 'front door' for the NHS; a place to view your GP record, order repeat prescriptions, book appointments and seek health advice, as well as the longer-term aim for it to support people to live healthy lifestyles.

Outstanding care

Key performance data are reported in the Integrated Performance Report with supporting narrative. We are now in the run up to delivering on some significant milestones at the end of the financial year, and I would draw the Board's attention to the following measures:

- 75% of patients receiving a cancer diagnosis within 28 days (the Faster Diagnosis Standard);
- 76% of patients being admitted, transferred or discharged in emergency departments within four hours;
- having no patients waiting more than 65 weeks for planned care; and
- 95% of patients receiving a diagnostic test within six weeks of referral

On 1 February 2024 we celebrated the 80th birthday of the National Spinal Injuries Centre (NSIC). As a Trust we are incredibly fortunate for the remarkable history of rehabilitation medicine and the subsequent birth of the Paralympics by Professor Sir Ludwig Guttman 80 years ago, a legacy we are but passing custodians of. I am frequently amazed by the advances in clinical care in action every day in the NSIC and have no doubt the years ahead will continue to demonstrate what the powerful combination of compassionate care and technological advancement can achieve in patient outcomes.

Sincere congratulations to Dr Andy Tyerman, Consultant Clinical Neuropsychologist, who has been awarded the 2023 British Psychological Society M B Shapiro Award for Clinical Psychologists who have achieved eminence in the profession. Dr Tyerman set up and developed the Trust Community Head Injury Service, which helps ensure patients who have suffered a head injury receive appropriate support to help them adapt to the injury and live a fulfilling life. Although Andy officially retired from the Trust in 2021, he continues his work with the Service through research and teaching in an honorary capacity.

Congratulations also to our paediatric teams who were awarded runners up for Training Unit of the Year at the Paediatric Awards for Training Achievements (PAFTA) 2023. The experience of doctors early in their medical careers is so important and my commendations to the teams involved for this recognition.

Healthy communities

I was pleased to be invited to join partners across the county to present at a recent briefing with the Council for the Lord Lieutenant of Buckinghamshire, Countess Howe. The briefing was a chance to talk about the landscape of health in our county, the challenges both shared

nationally and those specific to Buckinghamshire, and where we anticipate the future of healthcare to be heading and what we are doing to prepare for it.

Congratulations to our amazing Garden Volunteers at Amersham Hospital, who have been shortlisted for the Unsung Hero Awards. They have been transforming our outdoor spaces across the site to create beautiful, calming, nature-friendly spaces for patients, visitors and colleagues alike to enjoy. A wonderful recognition of their extraordinary contribution.

Great place to work

This month we have been taking stock of where we have got to with delivering our objectives for 2023/24, how these have helped us improve the care and outcomes we deliver for our patients and talking about our collective focus for the year ahead. The Board considered these in November 2023, and I have included a copy of them below for ease of reference:

Outstanding Care, Healthy Communities, Great Place to Work <i>Personalised, compassionate care every time</i>			
Vision Mission			
	Outstanding Care	Healthy Communities	Great Place to Work
Strategic Goals 2025	We will see people as early as possible when they need our services to improve outcomes We will continuously improve our services and use of resources to deliver value for our residents	We will prevent people dying earlier than they should , with a particular focus on addressing inequalities in access and outcomes	Our people will feel motivated, able to make a difference and be proud to work at BHT We will attract and retain talented people to build high performing teams with caring and skilled people
Outcome Measures 2025	Eliminate corridor care Improve productivity to be in the top quartile nationally	Play our part in ensuring that more children in the most deprived communities are ready for school Increase proportion of people over the age of 65 years who spend more years in good health Improve outcomes in cardiovascular disease	Improve staff engagement score to be in the top quartile in the National NHS Staff Survey Improve overall Trust vacancy rate to be no more than 8%
Focus 2024/25	Improve waiting times in our Emergency Department, with fewer than 10 patients a day waiting more than 12 hours Improve safety, with all inpatient and outpatient services achieving clinical accreditation, and at least 40% being awarded the silver standard Improve productivity by a further 5%, ensuring every patient is seen within a year, improving patient outcomes	Give children living in the most deprived communities the best start in life by increasing the proportion who have a 12-month review to at least 85% Tackle the biggest driver of cardiovascular disease by ensuring at least 75% of outpatients have their blood pressure checked	Improve everyone's experience of working at BHT by taking a zero tolerance approach to bullying, becoming best in class in the staff survey within 2 years

It has been a pleasure to visit each of our community sites across the county during the last month, to discuss with teams how they have contributed to the Trust goals, and what our focus next year will mean for them. We will continue the conversations in our departments and teams as we head into appraisal season in the coming months.

Appendix

Appendix 1 – Executive Management Committee & Transformation Board

Executive Management Committee and Transformation Board

Executive Management Committee 23 January to 20 February 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			
Interventional Radiology business case update	Freedom to Speak Up mid-year report	Procurement strategy	Care group performance structure
Enhanced Care Business Case	Cardiology training environment action plan		Safeguarding Governance review
Multi-Agency Safeguarding Hub Business Case			Communications update – enhancing our reputation
Safeguarding Training & Oliver McGowan Training			Electronic Patient Record business case
BHPL* Pharmacy contract oversight report			
*BHPL: Buckinghamshire Healthcare Projects Limited			
Assurance			
Homebirth Report	Six Monthly Maternity Staffing Paper	Monthly Finance Report	Data Security & Protection Toolkit
Maternity Quarterly Quality and Safety Reports	Safe Staffing		
Patient Safety Incidence Response Framework			
Serious Incidents Thematic Review			
Quality and Patient Safety Quarterly Report			
Improving the NEWS2 monitoring & escalation compliance in the Emergency Department			
Information			
	CARE value awards	2023/24 capital forecast	Minutes of EMC sub-groups
	Temporary staffing update		

Discussion

Earlier this month, our Chief Medical Officer, Andrew McLaren, led a discussion on the national Chief Medical Officer's Annual Report 2023 and the Major Conditions strategy.

Transformation Board

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 next meeting is taking place on Tuesday 27 February, and will be summarised in next month's report.