

Meeting: Trust Board Meeting in Public

Date: 24 September 2025

Information Report

Agenda item	Chief Executive's Report
Board Lead	Neil Macdonald, Chief Executive
Author	Chloe Powell, Chief of Staff to Chief Executive Naomi Radcliffe, Director Acute Provider Collaborative
Appendices	Chief Executive's Report Appendix 1: Letter – Building on our progress in the second half of 2025-26 Appendix 2: Acute Provider Collaborative update Appendix 3: Executive Management Committee & Transformation Board Appendix 4: CARE Value awards
Onward governance	None

Report overview

This report is 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, including national and system developments, Trust activity, as well as that done in partnership with local organisations in Buckinghamshire or as part of the Integrated Care System.

Appended to the report is a letter from the NHS England Chief Executive regarding the second half of 2025/26 (Appendix 1), an update on developments in the Acute Provider Collaborative (Appendix 2), a summary of Executive Management Committees and Transformation Boards for the last two months, to provide oversight of the significant discussions of the senior leadership team (Appendix 3), and a list of our monthly CARE Value award winners (Appendix 4).

Previously considered	N/A		
Decision	The Board is requested to note the 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 type="checkbox"/>
Relevant breakthrough objective – 2025/26			
<input type="checkbox"/> Reduction in emergency admissions <input checked="" type="checkbox"/> Reduction in elective waiting times	<input checked="" type="checkbox"/> Supporting people to live healthier lives	<input type="checkbox"/> Zero tolerance to bullying	<input type="checkbox"/> Governance / Statutory Requirement

Implications / Impact

Quality	Highlights activities in place to support high quality patient care
People (BHT colleagues)	Updates on key activities involving or in support of BHT colleagues
Risk: link to Board Assurance Framework (BAF) and local or Corporate Risk Register	Links to all strategic objectives of the BAF
Financial	Provides an overview of the Trust's financial position

Compliance Select an item. Select CQC standard from list.	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

Chief Executive's Report

1.0 National and system update

1.1 Following on from my last report in July regarding the publication of the [NHS Oversight Framework](#) and the segmentation of NHS trusts, a dashboard has now been published to show how NHS trusts are segmented (1 to 4) based on their performance against a set of metrics in the Oversight Framework. Any trust in receipt of deficit support funding is automatically placed in segment 3 regardless of wider performance scores, and as all the acute trusts in the Buckinghamshire, Oxfordshire and Berkshire West Integrated Care Board are in receipt of this funding, we have all been placed in segment 3. For quarter 1, BHT is ranked 53 out of 134 trusts in the acute league table. Integrated community and acute trusts, such as BHT, are featured in the acute NHS segmentation.

As part of the NHS Oversight Framework, NHS England has published a new assessment for trust boards. This [provider capability assessment](#) will be used alongside the above and is intended to enable a more holistic view of trusts. The information will be used to inform whether trusts go forward to apply for new Foundation trust status or are considered for the National Provider Improvement Programme. There is a separate report later in the agenda on our Trust's assessment.

1.2 NHS England have also issued a draft Planning Framework, which sets out the requirement for all providers to produce five-year integrated delivery plans by December 2025. Initial preparatory work is underway whilst we await further detail of financial and operational requirements to inform our plans.

We have also received a letter from Sir James Mackey titled 'Building on our progress in the second half of 2025/26', which I have appended to this report (Appendix 1).

1.3 There have also been several national publications over the last couple of months relating to improving the experience of different cohorts of the health and care workforce.

- The [independent review](#) into physician associate and anaesthesia associate professions by Professor Gillian Leng CBE was published at the end of July, the recommendations of which have been accepted in full by the Secretary of State for Health and Social Care. Over the past couple of months, we have been working through the implications of these and supporting colleagues as necessary.
- [New guidance](#) has been issued to NHS providers, integrated care boards and regional teams following the announcement by the Secretary of State guaranteeing that newly qualified nurses and midwives will have the opportunity to apply to join the health and social care workforce.
- NHS England has also issued a [framework](#) for trust boards to assure themselves against delivery of the principles of the Sexual Safety in Healthcare Organisational Charter, which was published in September 2023. This framework has been helpful as we review our current plans to ensure colleagues' sexual safety at BHT.
- Lastly, NHS England has also published a [10-Point Plan to improve resident doctors' working lives](#) which will be formally incorporated into the NHS Oversight Framework in due course.

1.4 We were delighted to welcome Daniel Elkeles, Chief Executive of NHS Providers, to the Trust in August, giving us the opportunity to share the ambitions we have set out in our new Trust strategy for how we will evolve the care we provide for residents in Buckinghamshire. A write-up of the visit can be read on the NHS Providers website [here](#). We were also grateful to Daniel Reynolds, Director of Communications, and Emma Fulton, Senior Policy and Delivery Manager (Acute Network) at NHS Confederation, for

taking the time to visit us earlier in the summer to look around the Waddesdon Wing, our Emergency Department, and speak with colleagues in our research and innovation team. The work we have been doing with colleagues in Buckinghamshire has been included as a case study in a [piece](#) they have written on delivering neighbourhood health.

- 1.5 In my last report, I noted the intention of the Frimley Integrated Care Board (ICB) and the Buckinghamshire, Oxfordshire & Berkshire West ICB to develop a new Thames Valley ICB; I can now update that this has been confirmed following a [ministerial statement](#) earlier this month. We have been invited alongside other system colleagues to input into the development of the Thames Valley ICB commissioning intentions aligned to improving population health, access and reducing inequalities. Appended to this report is an update on the Acute Provider Collaborative (Appendix 2), which includes Frimley Health NHS Foundation Trust joining and the associated changes to governance.
- 1.6 More locally, collaboration within the Buckinghamshire Executive Partnership continues and a revised workplan is being developed following the publication of the NHS 10-Year Plan. A new five-year strategy for transforming the support and services for children with Special Educational Needs and Disabilities, and their families, has been developed with service users. It sets out our collective ambitions across education, health and care to improve the experiences and outcomes of children and young people. Success will be monitored through two overarching outcomes:
 - Young people (EHCP and SEN support) meet their educational goals (attainment 8, or awards/qualifications appropriate to their needs/strengths) and continue to achieve above national average.
 - Increase in the % of young people who transition to an appropriate destination (FE/HE, employment, training) at post 16 phase transfer, or when the EHCP is ceased.

2.0 Outstanding care

- 2.1 We have experienced some issues with our estate at Stoke Mandeville Hospital, specifically within our Emergency Department and National Spinal Injuries Centre linked to ongoing building work to improve some of our aging estate. The issues, whilst unrelated, have all involved burst water pipes and resulted in some not insignificant disruption to the care being delivered in the hospital. My thanks to all colleagues involved for managing the situation and continuing to deliver high levels of care under these circumstances, but especially to the patients and partners impacted for their understanding and patience until normal service resumed.
- 2.2 The Integrated Performance Report provides key performance data up to the end of August. I would particularly bring the Board's attention to our referral-to-treatment (RTT) performance, for which we are currently in regional 'Tier 2' level of oversight; the Board should examine the current month's performance against the recovery plans scrutinised in August's Finance and Business Performance Committee.
- 2.3 Dr David McKean, Clinical Lead for Radiology, carried out a European first in July: a new treatment called the Intracept™ procedure for relief of chronic low back pain. This is a minimally invasive procedure for vertebrogenic pain. Further details can be read online [here](#).
- 2.4 Congratulations to our maternity and neonatal services who have achieved Stage 2 accreditation from [UNICEF's UK Baby Friendly Initiative](#). Stage 2 accreditation means teams have successfully implemented a robust training system to ensure all colleagues are equipped with the knowledge and skills required to support infant feeding. With between 4,600 and 4,800 babies delivered at BHT each year, this is a vitally important

part of the care we provide, and the teams are now working hard towards Stage 3 accreditation.

- 2.5 Our Children and Young People's Integrated Therapy team has been shortlisted in the National Chief Allied Health Professions Officer's Awards 2025 in the Creative Provision of Placements Category for its work in collaboration with Reading University and Reading University Speech & Language Therapy Team.
- 2.6 This month we marked the 20th anniversary of our Newborn Hearing Screening Programme, a vital service which began on 1 September 2005. Over the past two decades, the dedicated team has screened approximately 5,000 babies each year, operating 365 days a year to ensure that every newborn receives the best possible start in life. Thank you to the former patients and their parents who joined the team in their celebrations.
- 2.7 At the end of Month 5, we are reporting spend year to date in line with plan and further detail is provided in the monthly finance report. We have spent £8.0M of capital monies against a plan of £10.6M.

3.0 Healthy communities

- 3.1 We are very excited to have been selected to join the first wave of the National Neighbourhood Health Implementation Programme. This application was submitted together with our partners in Buckinghamshire and will help us drive our ambitions to develop Integrated Neighbourhood Teams across the county.
- 3.2 Earlier this month I was delighted to join the celebrations to mark the 10th anniversary of our School Aged Immunisations Service. Since its launch, the service has delivered over 0.5 million vaccines to children and young people in schools and clinics across the county. During my time at BHT, I have been fortunate to see this team at work on several occasions and am always humbled by their passion and commitment to helping to protect the youngest members of our community.
- 3.3 We have recently announced a partnership with the Chilterns Prostate Cancer Support Group, who we will be working with to offer free prostate-specific antigen (PSA) blood tests for local men. A PSA testing event will be held on 11 October at Wycombe Hospital; further details of this partnership and how to book a slot can be read online [here](#).

4.0 Great place to work

- 4.1 In August we received a petition organised by Unison, with over a thousand supporting signatories, protesting the removal of the 'Welcome Host' service at Stoke Mandeville (provided by Sodexo). This service, established during the pandemic, has provided wayfinding and other practical support to members of the public who attend the hospital, and I am grateful for the skill and compassion shown by that team. Unfortunately, as we have signalled, our financial settlement has resulted in us taking difficult decisions to prioritise direct clinical care, so it is with regret that this service has been decommissioned. All colleagues involved have been supported to find alternative employment in the Trust.
- 4.2 Since my last report, there have been several colleagues whose excellence and contribution to the services we offer have been recognised through national awards. Firstly, our Schools Engagement team has been awarded the NHS England Work Experience Gold Quality Standard for the outstanding work they do to give school students considering a career in the NHS a fantastic insight into the opportunities available to them. Last academic year, the team gave nearly 600 young people the chance to experience a range of NHS roles for themselves, held interactive careers talks,

and delivered around 80 school outreach activities, in total reaching nearly 8,000 students. My thanks to this small team and to all colleagues involved in supporting these activities to inspire the next generation.

- 4.3 We have also been recognised as highly commended in the Professional Development category for medium-sized hospitals in the 2025 [Training Evaluation Form \(TEF\) Awards](#), organised by the Specialty Education Advisory Committee at the Royal College of Obstetricians and Gynaecologists (RCOG). The TEF Awards celebrate excellence in postgraduate training across obstetrics and gynaecology units in the UK. My commendations to colleagues involved for helping to provide an excellent learning environment.
- 4.4 Congratulations to David Holland, Simulation and Skills Educator, who has been shortlisted for the Practice Educator of the Year award in the Nursing Times Workforce Awards 2025. The clinical education and simulation team is certainly one of the unsung heroes helping behind-the-scenes to improve clinician's skills and confidence, and thus the experience and outcomes of our patients. Further details on David's outstanding contributions can be read online [here](#).
- 4.5 I am delighted to advise the Board that we have been shortlisted in 2025 HSJ Awards in the Trust of the Year category. We have also been shortlisted for our AI-powered tool, Quail, which we developed in partnership with Quantum to improve the insights we glean from patient feedback across our services. Winners will be announced in November.
- 4.6 Finally, as this is my last report to the Board, I put on record my thanks to all Board members, past and present, who have given their time, energy, care and skill into leading this organisation. I have had the privilege of working with some fantastic colleagues, none more so than the current executive team, from whom I have learnt and appreciate a great deal. I wish the organisation all the best for the future in the more than capable hands of Raghuv Bhasin, and look forward to watching your continued success from the South-West.

Appendices

Appendix 1: Letter – Building on our progress in the second half of 2025-26

Appendix 2: Acute Provider Collaborative update

Appendix 3: Executive Management Committee & Transformation Board

Appendix 4: CARE Value awards