

Meeting: Trust Board Meeting in Public

Date: 29 October 2025

Information Report

Agenda item	Chief Executive's Report
Board Lead	Raghuv Bhasin, Chief Executive Officer (interim)
Authors	Raghuv Bhasin and Chloe Powell, Chief of Staff to Chief Executive
Appendices	Chief Executive's Report Appendix 1: Trust response to Buckinghamshire draft Local Plan consultation Appendix 2: CARE Value awards Appendix 3: Executive Management Committee & Transformation Board
Onward governance	None

Report overview

This report provides a summary of the key areas of focus for the Trust over the past month set in the framework of organisation, place and system/national updates.

The key themes that we have focused on are:

- 1) Roll out of our new 10-year strategy and accompanying behaviours to the wider organisation, including key major steps in delivery of said strategy
- 2) In-year financial delivery and the start of planning for 2026/27
- 3) Engagement with colleagues to ensure their voices are heard and understood particularly against a national context of social unrest, with the launch of the National Staff Survey and in Freedom to Speak Up month
- 4) Team development to make sense of competing priorities and provide clear leadership for our teams

A separate report on internal and external Trust communications now follows this report.

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 checked="" 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 BHT activities

Strategy: It has been a pleasure in my first few weeks as Interim CEO to lead the internal launch campaign for our 10-year Trust strategy which seeks to deliver of our vision of helping people to live healthier more independent lives. A series of engagement workshops have been held for different cohorts of colleagues and this will continue in the coming months.

Core to successful delivery of our vision and strategy is a focus on our everyday behaviours aligned to our CARE values. These are to:



Work as a team within BHT and with our partners to build trust and improve outcomes



Listen to our patients and colleagues to improve experience and outcomes



Embrace differences to create diverse communities and an inclusive environment



Empower people to make positive changes to their work and health

The Board will notice our updated corporate branding in the papers for this meeting, which has been designed to signal a new direction for the organisation, with the people of our community at its heart.

Overall, colleagues have welcomed the new strategy and particularly identify with the vision statement and simple behaviours that we have set out. There is more work to do over the coming months to develop the more detailed delivery plans for our strategy and for each team to identify their own priorities to take forward in line of this strategy. Our breakthrough priorities for 2026/27 will provide an organisation wide focus for this.

The last few weeks have seen delivery of some major milestones in our strategy. We have submitted plans for a new six-storey building at Wycombe Hospital, which subject to planning permission being granted, is due to start construction early in 2026. A public engagement event was held on 14 October to discuss our plans. In our digital health programme, following a successful initial launch at Wycombe, we have started the roll out of electronic prescribing at Stoke Mandeville Hospital which will be complete by the end of November.

1.2 **Community:** Building a focus on community – both within the organisation and with our residents – is critical for how we will achieve our ambition and feels more important than ever given the events that have filled the national news particularly over recent weeks. We held some listening events for colleagues to provide safe spaces to share their concerns and express their views, or simply to hear how others were feeling. We have also started to share colleague stories around various religious festivals which have been well received. Thank you to all who have participated in this which is crucial in embracing and understanding the differences we have in our BHT community.

1.3 Creating a culture where colleagues feel safe to speak up is of course one of our key internal messages to colleagues, with October being Speaking Up month. I joined our Freedom to Speak Up Guardian, Tracy Underhill, to talk about the importance not only of speaking up, but of feeding back to those who do – a sense of futility remains the

biggest reported barrier to doing so, so we have been trying this month to instil confidence in the full process of raising concerns.

We have also been focusing on the importance of colleagues sharing their experiences through the National Staff Survey, which is open through to the middle of November. Our theme this year is 'change inspired by you', reinforcing the value we place on the data we receive through this survey.

1.4 **Financial delivery:** A core component of delivering our Trust strategy is achieving financial sustainability and there is a very significant focus on delivery of our financial plan at present. We are on plan at M6 however the second half of the year presents a significant challenge, and we need to reduce our projected spend by c.£19M. This is the largest change we have had to make in recent years. This is a key focus for the senior leadership team as we try to balance a lot of competing needs, make evidence-based and risk-assessed decisions to both meet our financial plan for 2025/26, and set us on a more sustainable course heading into the next financial year.

1.5 **Leadership:** Key to successful delivery in this and future years is providing clarity to our teams and helping to prioritise where we apply leadership attention. I would like to emphasise to the Board the significant complexity the wider leadership team is navigating and thank my colleagues for their continued engagement throughout this difficult process. It has been heartening to see the appetite being shown for change during conversations in meetings and at recent development days held for our clinical and operational leadership teams.

My colleagues are also leading their local teams through business planning for 2026/27, focusing on how we need to change the way we work in line with our strategy and with this requirement in mind. We will be providing more detail of our plan to year-end and 2026/27 prioritisation in the coming months.

1.6 Earlier this month we had a regular quarterly meeting with the local Care Quality Commission (CQC) team, and it was helpful to have the chance to update them on our strategic ambitions for the next decade, including our ongoing significant digital and estate infrastructure projects. We also talked about our patient safety and quality improvement work, and our focus on reducing health inequalities and continuing to build on the progress we have made on colleague engagement and health and wellbeing support. We look forward to welcoming the CQC for a site visit as part of our next routine meeting with them.

1.7 Finally, I would like to welcome Ellis Pullinger as our Interim Chief Operating Officer – Ellis brings a wealth of experience to this role, from across multiple NHS trusts in London and the South East and has had a really positive impact already in the organisation.

2.0 Buckinghamshire partnerships

2.1 It has been a busy few weeks for our work on delivering integrated care in communities with the integrator leads for each of our six neighbourhoods now in post. Following our successful bid to join the first wave of the National Neighbourhood Health Implementation Programme, we were pleased to welcome our neighbourhood coach, Dr Priya Kumar, who will support us throughout this programme.

We have also run our first Community Same Day Emergency Care days in a local GP practice in Aylesbury testing a model that brings acute hospital care into neighbourhoods. I was also delighted to pop into our PSA Testing initiative, with

Chiltern Prostate Support Group, in Wycombe which saw over 200 men tested for prostate cancer.

- 2.2 It was great to welcome Greg Smith MP to Stoke Mandeville Hospital, where we had opportunity to visit the interventional radiology team and new Waddesdon Wing building. Greg also shared with me the questions his constituents are raising with him and the issues they face in a particularly rural part of Buckinghamshire. It is always helpful to hear these perspectives, and I look forward to meeting with more of our local MPs over the coming weeks too.
- 2.3 I joined my health and care partners from Buckinghamshire Council, the Integrated Care Board, primary care and the South Central Ambulance Service, to talk with the Buckinghamshire Health & Adult Social Care Select Committee about our joint preparations and plan for the forthcoming winter period. I hope we were able to convey to members our coordinated efforts to help ensure patients and residents receive timely access to high quality care over the coming months. Our winter preparations include our influenza vaccination campaign, which has got off to an excellent start (and thank you to Jenny Ricketts, our Chief Nurse, for mine!)
- 2.4 Thank you to Helen Harding, Principal Planner in the Planning, Growth and Sustainability team at Buckinghamshire Council, for joining our Executive Management Committee to talk about the [draft Local Plan](#) currently out for consultation. I have appended a copy of our Trust response (Appendix 1) for the Board's interest and would draw their attention to the requirement for Buckinghamshire Council to provide an additional 95,000 houses, and the associated increase by c.250,000 to the population this is modelled to bring. We look forward to the opportunity to engage further with the Council on the implications of this for both provision of healthcare and the wider determinants of health.

3.0 System and National context

- 3.1 NHS England are holding mid-year reviews with trusts, which will be an opportunity for members of the Executive team to demonstrate the progress we have made this year, whilst sharing the scale of the challenge and associated risk in front of us.
- 3.2 Whilst preparations for the next financial year have started, we await formal guidance from NHS England regarding expectations for our business plan for 2026/27 and will update the Board further upon receipt of this.
- 3.3 The Thames Valley Integrated Care Board (ICB) has published its Commissioning Intentions for 2026/27 to 2029/30, which can be read online [here](#). This document sets out key information about the areas that the Thames Valley ICB covers, and its three strategic objectives, which are to commission:
 - to maximise value
 - for integrated and proactive neighbourhood health
 - to prioritise prevention

We are working through with our colleagues in the ICB the implications of this helpful set of principles and intended approach as part of our 2026/27 planning and beyond.

Appendices

- Appendix 1: Trust response to Buckinghamshire draft Local Plan consultation
- Appendix 2: CARE Value awards
- Appendix 3: Executive Management Committee & Transformation Board