

Meeting: Trust Board Meeting in Public

Date: 27 March 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 – CARE value awards Appendix 2 – 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 are the latest monthly CARE value award winners (Appendix 1) 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 1).

Decision	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

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

NHS England has published a new [Leadership Competency Framework](#) following on from the updated Fit & Proper Persons Framework released last autumn. Board members will be required to self-assess against the six domains as part of their next appraisal and identify any development needs. This is being incorporated into Executive Director appraisals taking place in the coming weeks. A summary of these appraisals will be shared with the Nominations & Remuneration Committee in June 2024.

Towards the end of last month NHS England announced the first phase of the introduction of [Martha's Rule](#), which is to be formally implemented from April 2024. Once implemented, all patients, relatives, carers and colleagues will have access to a rapid review from a separate clinical team if they have concerns regarding an individual's care. In BHT, our Critical Care Outreach team have been leading on a successful pilot Call 4 Concern model, and we look forward to expanding this to ensure all patients and their loved ones have access to this important service should they wish to.

At the time of writing this report we are preparing to do our first full submission of our Trust Operating Plan for the year ahead as part of the annual business planning cycle. This includes a commitment to deliver key performance targets across emergency, cancer, diagnostic and elective care, a financial position of £47.7m deficit for BHT, and a reduction in our temporary and substantive workforce.

Outstanding care

Key performance data are reported in the Integrated Performance Report with supporting narrative, and at the time of writing this report we are working towards key end of year targets set by NHS England in cancer, diagnostic, elective and urgent care. Raghuv Bhasin (Chief Operating Officer) will be able to provide an updated position to the Board in the meeting on 27 March.

In December 2023, our amazing radiology team performed the first UK case of electrochemotherapy for radio-resistant spinal epidural metastases, and in February the team were able to see significant tumour regression in follow up imaging. It is always humbling to be reminded of some of the world-class clinical talent we are fortunate enough to have at BHT, and the incredible difference they make to patients in our care.

Congratulations also to our Research & Innovation team for their inaugural BRAInWAVE event, which featured lots of exciting sessions exploring the possibilities of virtual reality and artificial intelligence in the future of healthcare, alongside plenty of inspiration in medical technology. The day was a fantastic opportunity to think about how digital technology will be advancing so many aspects of health and care in the coming years.

Healthy communities

At the start of the month our Research and Innovation team led a Health & Wellbeing day in High Wycombe, offering free health checks, health and wellbeing advice, and the opportunity to speak with the Breast Unit team, or take part in health and care research.

Our Health on the High Street unit in Friar's Square, Aylesbury, is now also offering quick health and blood pressure checks to all colleagues, alongside the services it already offers the public.

Congratulations to our Breast Unit team at Wycombe Hospital who have been awarded the Scannappeal Shining Star Award. The team have supported Scannappeal for many years through team members taking on various fundraising challenge events, selling books, Christmas cards and raising awareness about the charity. Scannappeal has fundraised for various state of the art equipment for the department including over £1.3 million to help fund digital mobile screening equipment, 3D technology, biopsy guidance system and a dedicated biopsy suite.

Last month I informed the Board that our Amersham Hospital Garden Volunteers were shortlisted in the Unsung Hero Awards, and I am delighted to update that they were named the winners earlier this month. A fitting recognition of their exemplary generosity and community service.

Great place to work

This month we wished all our Muslim colleagues 'Ramadan Mubarak' as the month of Ramadan began, and our chaplaincy team distributed gift bags to support colleagues during this period, which included a disposable prayer mat, prayer booklet, and Ramadan prayer and fasting guide. We have already received positive feedback from several colleagues, so I am pleased that these have been welcomed and appreciated.

At the start of this month it was National Careers Week. Our People directorate were busy raising the profile of NHS careers in our local communities and inspiring young people: Bridget O'Kelly (Chief People Officer) launched the week with an assembly at Holmer Green Senior School, our schools engagement team ran drop-in sessions at Princes Risborough School, and lots of colleagues representing the variety of careers available in healthcare were present during the Bucks Skills Show at Stoke Mandeville Stadium. My thanks to everyone involved for their commitment and enthusiasm.

The appraisal window opens on 1 April 2024, and in preparation for this the Organisational Development team are out and about talking about the importance of appraisals and the value of quality conversations, both in the appraisal and through regular one-to-one meetings during the year.

Huge congratulations to Alka Pandey (Specialist Diabetes Dietitian) who won the 'Promising Professional' award at the Inspiring Indian Women Awards earlier this month.

Finally, I would like to apologise for any inconvenience our patients and visitors may have experienced at our two acute hospital sites in recent weeks. At Wycombe Hospital part of our car park has been closed off for safety reasons, and the remaining staff and patient parking spaces have had to be slightly reconfigured. We have also been undertaking some substantial building works at Stoke Mandeville Hospital, which has led to some disruption particularly near Car Parks B and C. We greatly appreciate the public's patience and understanding during this time.

Appendices

Appendix 1 – CARE value award winners

Appendix 2 – Executive Management Committee & Transformation Board

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.

January 2024

Category	Name	Role	Nomination	Nominated by
Collaborate	Amy Jackson	Community Midwife - Team Leader	<p>Amy acted instinctively to support a colleague in need. Amy went above and beyond to support her colleague during a difficult birth. Amy was not on call but showed so much compassion for her worried colleague that she went out to support her in person despite this being outside her working hours</p> <p>Amy showed support and kindness and was able to facilitate safe care for the family involved whilst supporting the psychological wellbeing of her colleague and she has continued to care for her colleague since the incident too. I think she deserves to be recognised because this is just who Amy is - a kind and caring person who acts like this every day and the benefits to others of her selfless behaviour are invaluable.</p>	Colleague
Aspire	Pragita Chhetri	Specialist Biomedical Scientist	<p>Pragita strives to train all staff members, even doing so in her own time when she should be on leave or coming in early. Pragita loves to train and her dedication to the development of staff goes above and beyond. This has been important to the successful running of the department as we have an influx of new staff that need training to help make the team work better.</p>	Colleague
Respect	Jackie Cannon	Therapy clinical support worker	<p>At least every week I get praise from a family member or patient on how wonderful and understanding she has been. She constantly goes above and beyond for every patient she sees and has done for the last 3 years I have been working with her. Just yesterday a family member stressed to me how Jackie has made a difficult time bearable and really looked at their situation and did her best to reassure and support the rehab and discharge process from hospital. This is not an uncommon occurrence and I believe she should be recognised for the care and compassion she delivers at work as a standard.</p>	Colleague
Enable	Helen Byrne and Jas Johal	Divisional Director and Divisional Chair/Consultant Integrated Medicine	<p>Helen and Jas have been an incredible force of change within Integrated Medicine, particularly within the Emergency floor. They have created a vision of an emergency floor without traditional boundaries, and this has had a positive impact on patient experience. They have realigned the medical workforce in ED to enable more senior decision makers throughout the day, invested in assessment spaces such as SDEC, CDU and TAU and, more recently, led and supported the emergency floor huddles. These 2 hourly huddles started in December and has regular attendance from UTC, SDEC and Paediatrics together with site and our junior doctor team. They are inclusive and all staff are invited to attend the huddle with everyone's contribution being equal and important. Both Helen and Jas have an ED background which has further supported the changes that have been made. On</p>	Colleague

			<p>the first day of the huddle, both Helen and Jas were present on the floor and the energy and enthusiasm was palpable. The mood lifted, there was laughter and collaborative problem solving. Staff offered solutions to help each other all whilst ensuring patient safety and care remained paramount. The huddles have transformed how the floor is run, working in 2-hour segments rather than the whole shift or the next shift. Our focus has changed to the present rather than the future. The cumulative effect of this work is our overall improvement in performance with BHT being ranked number 1 in the region for the past 2 days. Moreover, the feeling in the department has changed to a pro-active, energised place to work. On a personal note, Jas and Helen have been incredibly supportive of me and I am very grateful for that. I feel very proud to work in this department and it has been fantastic to see pathways and clinical areas utilised well to improve patient care. We still have a lot of work to do, and we have the divisional leadership to keep us on our improvement journey!</p>	
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Executive Management Committee and Transformation Board

Executive Management Committee 5–19 March 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 this month:

QUALITY & PERFORMANCE	PEOPLE	MONEY & ESTATES	GOVERNANCE, DIGITAL & BUSINESS PLANNING
Approval			
Urgent Community Response contract	General Practice Vocational Training Scheme Salary Payments 2024/25	Asset Sales	Annual Business Plan and Capital Plan
Endoscope maintenance contract			
UpToDate contract renewal	Gold, Silver & Rhythm of the Day		
Onward Care business vase	Cardiology training environment action plan		
Private Patient service development			
Renewal of security contract for Wycombe & Amersham Hospitals			
Non-Emergency Patient Transport Service contract 2024/25			
Assurance			
Learning from lives and deaths – People with a learning disability and autistic people (LeDeR) Report	Temporary staffing update	Monthly Finance Report	Organisational Risk Report
	Safe Staffing Report	Waivers of Standing Financial Instructions	Compliance with Legislation
Integrated Performance Report – Quality Metrics	NHS Equality Diversity & Inclusion Improvement Plan		Summary of Internal Audit Actions
Patient Safety Incident Response Framework updates	People Promise Update		Business Planning Update
	Health & Safety Update		
Care Quality Commission (CQC) Action Plan	Focus on violence and aggression and MSK injuries		
Aseptic Pharmacy Audit			

Information

Clinical Ethics Annual Report	CARE value awards	2024/25 capital plan	Policies Ratification Report
BOB ICS Diagnostics Strategy	Appraisals 2024/25 Visit to Walsall Healthcare NHS Trust		Minutes of EMC sub-groups

Discussion

Ana Phelps, Consultant Geriatrician and Clinical Chair of Community & Rehabilitation Care Group, presented on Proactive Care and Frailty, and members discussed our plans to establish a programme in collaboration with Buckinghamshire health and care partners.

Transformation Board 27 February 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).

Quality Improvement - Projects on a Page

Assurance

Transformation governance

Place Strategy update

Digital Strategy update

Financial planning context

- ICS Finance position
- M10 Finance position
- Temporary Staffing update

Transformation Plans 2024/25 (Priorities, Measures, Milestones)

- Healthy Communities
- Planned Care (incl. outpatients)
- Urgent & Emergency Care
- Workforce transformation programme
- Improving Together

Breakthrough objectives 2024/25 and deployment plan

Integrated Performance Report

Approval

Data network programme