

**Meeting:** Trust Board Meeting in Public

**Date:** 26 June 2024

<b>Agenda item</b>	Chief Executive's Report
<b>Board Lead</b>	Neil Macdonald, Chief Executive
<b>Author</b>	Chloe Powell, CEO Business Manager
<b>Appendices</b>	Chief Executive's Report Appendix 1 – Buckinghamshire Executive Partnership Annual Review 2023/24 Appendix 2 – Executive Management Committee & Transformation Board
<b>Purpose</b>	Information
<b>Previously considered</b>	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 are a review of the activity of the Buckinghamshire Executive Partnership in 2023/24 (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 2). Winners of the monthly CARE value awards will be shared next month.

<b>Decision</b>	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 type="checkbox"/>
--	---	---	-----------------------------------

### Relevant objective

<input checked="" type="checkbox"/> Improve waiting times in ED	<input checked="" type="checkbox"/> Give children living in most deprived communities the best start in life	<input type="checkbox"/> Zero tolerance to bullying
<input checked="" type="checkbox"/> Improve elective waiting times	<input type="checkbox"/> Outpatient blood pressure checks	
<input type="checkbox"/> Improve safety through clinical accreditation		

### Implications / Impact

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

## Chief Executive's Report

### 1.0 National and system update

- 1.1 I am delighted to start my report this month by sharing the exciting news that two of our BHT colleagues have been [recognised](#) in the King's Birthday Honours this month: Karen Bonner (Chief Nurse) has been awarded an MBE for services to nursing, and Dr Andrew Tyerman (who was clinical lead for our Community Head Injury Service for many years) a Medallist of the Order of the British Empire. We are extremely proud of the contributions they have made in their respective fields.
- 1.2 Our work with partners in the Buckinghamshire, Oxfordshire & Berkshire West Integrated Care System (BOB ICS) continues to develop and earlier this month I joined fellow Chief Executives in the ICS for the first System Recovery and Transformation Board. We discussed delivery of this year's financial plan and longer term sustainability. I will update further in my next quarterly Place and System Briefing to the Board next month.
- 1.3 The NHS England Regional Support Group have agreed for our trust to be moved from Segment 3 to Segment 2 of the NHS Oversight & Assurance Framework, effective from Q1 2024/25. My thanks to colleagues across the organisation for their hard work which has led to sustained improvement in our operational performance, and in so doing, the experience and outcomes for our patients.

### 2.0 Outstanding care

- 2.1 Key performance data are presented in the Integrated Performance Report with supporting narrative. The format of this report continues to evolve to demonstrate the link between data ('driver metrics') which we are using to monitor progress towards the organisational objectives we have committed to achieving this year. At Executive Management Committee, we reviewed a forward plan to achieve 2% of patients or less waiting 12 hours or more in the Emergency Department, and noted the continued challenge to deliver the 4-hour target although were assured that developments in the coming weeks and months (e.g. the planned opening of a 21-bedded ward) would bring improvements.
- 2.2 EMC also received assurance reports regarding cancer performance and improvements in train in this area, an overview of the forward programme for planned care, and our monthly finance and capital reports.
- 2.3 Huge congratulations to our surgical pre-operative assessment team who have been shortlisted in the HSJ Patient Safety Awards. Read more detail [here](#).
- 2.4 Earlier this month we held our now annual Quality Improvement & Clinical Audit Conference. I was particularly impressed with the number of colleagues and teams keen to showcase the improvements they were proud to have made in their areas, from a wide variety of disciplines across the Trust.

### 3.0 Healthy communities

- 3.1 This month, in celebration of National Patient Participation Week, we have been talking about the importance of engaging, involving and partnering with patients and the public in our services. It was enlightening to spend some time with our Patient Advice & Liaison Service team, and speak directly with members of the public who contacted them while I was there. I was also delighted to spend time with just a few of our incredible volunteers, who support us in so many different ways. I am sure the Board would join me in taking this opportunity to thank all those who give up their time so generously to support our patients and colleagues.
- 3.2 Continuing the theme of involving the public in our services, it was also Carers' Week this month, and following a successful pilot our Patient Experience team have launched the Carer's passport. This will be an important and valuable way to recognise the critical role carers play in healthcare and support them to do this. My thanks to Holly Hoskisson, Chief Executive of Carers Bucks, for coming to present to our leaders and managers this month, to highlight the importance of Carers' Week in raising awareness particularly of unpaid carers.
- 3.3 We are as an organisation heavily embedded in our community, in the types of services we provide, the amount of local employment we give, and the impact we have on the environment – this month Big Green Week was an opportunity for us to think about our commitments to Net Zero by 2040, and what we can all do to play our part to achieve this.
- 3.4 This month it is also Learning Disability Week, and I have been fortunate to spend some time with our community nurses for children with a learning disability. This small team perhaps serve as a reminder of the range of community services we as an integrated trust provide for all ages in our county.
- 3.5 The Buckinghamshire Executive Partnership continues to meet monthly and this month we received a Review of 2023/24 which I have appended to this report (Appendix 1).

### 4.0 Great place to work

- 4.1 Our Annual Awards for colleagues is an important part of how we recognise and reward colleagues who demonstrate excellence and commitment, and I am pleased to share that nominations are now [open](#) until 8 July 2024.
- 4.2 Congratulations to Lilith Feasey and Amy Morris, two of our midwives who have [received](#) the local Alison Heffernan Award, which is voted for by women and families who have had a baby under the care of the Trust in the last year.
- 4.3 Finally, a formal welcome to Kavan Nagi (Board Affiliate), who is our Trust Lead Cardiovascular Pharmacist and will bring a valuable perspective to our Board discussions.

## Appendices

Appendix 1 – Buckinghamshire Executive Partnership Annual Review 2023/24

Appendix 2 – Executive Management Committee & Transformation Board

## BEP Annual Review 2023/24

Building on the strong partnerships already in place within Buckinghamshire, the Buckinghamshire Executive Partnership was formally established in April 2023.

### Included within this paper is:

- A summary of the three BEP priorities agreed for 2023/2024.
- An overview of what has been achieved in each of the priorities.
- The Terms of Reference of the BEP for annual review.
- The draft Terms of Reference of the Delivery Group, formally established in April 2024, for review.

### BEP is asked to:

- Reflect on the three priorities agreed for 2023/2024 and the achievements made to date, noting the 2024/25 priority proposals in Paper 2.
- Review the Terms of Reference for both the BEP and Delivery Group.
- Approve the new branding for the Buckinghamshire Executive Partnership.

# BEP priority areas 2023/24

	Transforming SEND	Joining up Care	Tackling Health inequalities
	<p><b>The aim:</b> Transforming the experience of care and support for young people with SEND and their families</p>	<p><b>The aim:</b> Bringing partners together across health and care, to deliver person-centred care, in the community that helps people stay healthy and independent for longer.</p>	<p><b>The aim:</b> Tackling health inequalities experienced by those from socially deprived areas and ethnic minority groups in:</p> <ul style="list-style-type: none"> <li>• Early years;</li> <li>• mental health (access to services and experience);</li> <li>• healthy lifestyles (weight losing, smoking cessation and reducing harmful alcohol consumption);</li> <li>• CVD prevention.</li> </ul>
<p><b>By April 2024, we will have:</b></p>	<p>Invested up to £6 million funding to support early intervention for the "waiting well" enabling quicker diagnostics, a reduction in waiting times and improvements in people's experience of our SEND pathways.</p>	<p>Transformed the way we discharge patients from hospital with the right support where needed in Buckinghamshire, including by establishing</p> <ul style="list-style-type: none"> <li>• an integrated discharge team working across the NHS and local authority social work teams;</li> <li>• a new interim/complex bedded hub model (June);</li> <li>• A new intermediate care centre (Sep);</li> <li>• A new transfer of care hub to better co-ordinate people's discharges across multiple agencies (Oct).</li> </ul>	<p>Buckinghamshire Health and Wellbeing Strategy – Have delivered year 1 of our action plans for the workstreams in the strategy including</p> <p><b>Invested £1.1m NHS funding and Opportunity Bucks funding in tackling health inequalities and engaging communities in the following ways:</b></p> <p><b>Early Years/Start well</b> - pilot focusing on pre-conception health and service awareness for women of childbearing age.</p> <p><b>Mental Health</b> - action plan to address inequalities, including defined actions for MH inpatient services and CAMHs.</p> <p><b>Healthy Lifestyles</b> – increasing referrals into lifestyle services; ensuring all staff are aware of services and how to make referrals.</p> <p><b>CVD prevention</b> - Ensuring ECGs available for the hypertension pathway to be followed promptly; and implementing a 'Stop Before the Op' initiative.</p>
<p><b>Did we deliver ?</b></p>	<p><b>Delivered in part:</b> Investment committed across SEND programme, with some underspend due to recruitment challenges. Waiting lists have stabilised across community paediatrics and integrated therapies but remain challenging for ND 5-18 pathway. DBV programme underway supporting early help and intervention.</p>	<p><b>Delivered in full:</b> All key milestones achieved with new ambitions set for 2024/25</p>	<p><b>Delivered in Part:</b> NHS investment made into 4 agreed areas set out above. More progress to be made in 2024/25 to co-ordinate health Inequalities work across Bucks and integrate tackling health inequalities into everything we do.</p>

# Priority 1: Transforming SEND

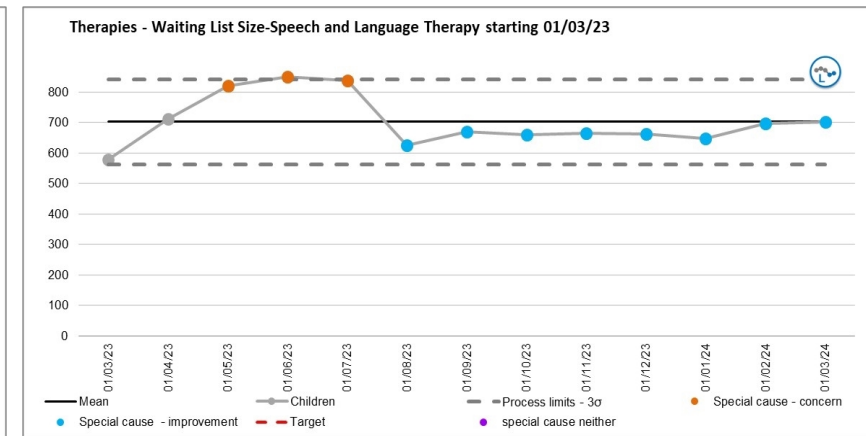
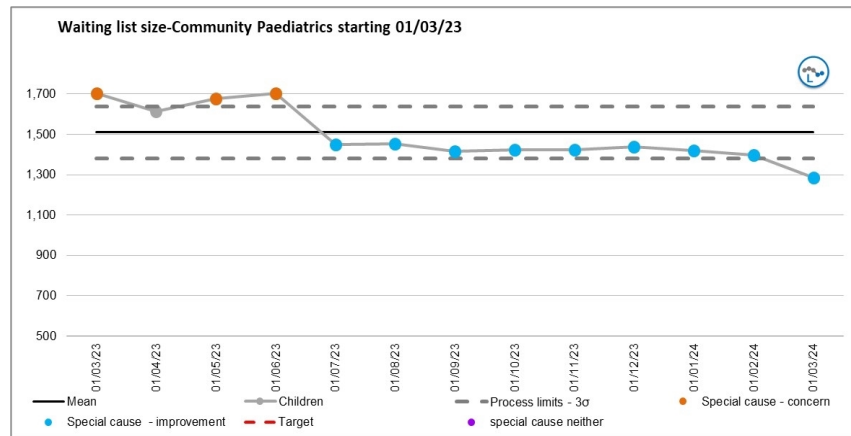
The Aim: Transforming the experience of care and support for children and young people with SEND and their families

## What BEP Partners delivered in 23-24:

- Investment in SEND across Integrated Therapies, Neurodevelopmental Pathway and Community Paediatrics;
- Investment in Delivering Better Value Programme;
- Early Help and Intervention projects, including review of the offer available;
- Transformation of Community Paediatrics Service using a multi-disciplinary team model;
- Recommissioning of Integrated therapies contract;
- Implementation of single provider pathway for Neurodevelopmental assessments (age 5+);
- Development of Balanced Scorecard approach to commissioner oversight;
- Development of data dashboard and key metrics;
- Review of governance architecture;
- Revision and development of SEND strategy.

## Impact on Children and Young People:

- Stabilisation of waiting lists for community paediatric assessment and integrated therapies:



- Patient experience improvements due to new MDT model in the community paediatric service: families are seen as appropriate by therapists, psychologists and paediatric teams on same day, MDT review and assess collectively, enabling a holistic and swift assessment.
- The Community Paediatrics Service is now regularly providing health advice to Education Health Care Plans within the statutory 6 week timescale. All requests over the last 6 months have received a response within 6 weeks.



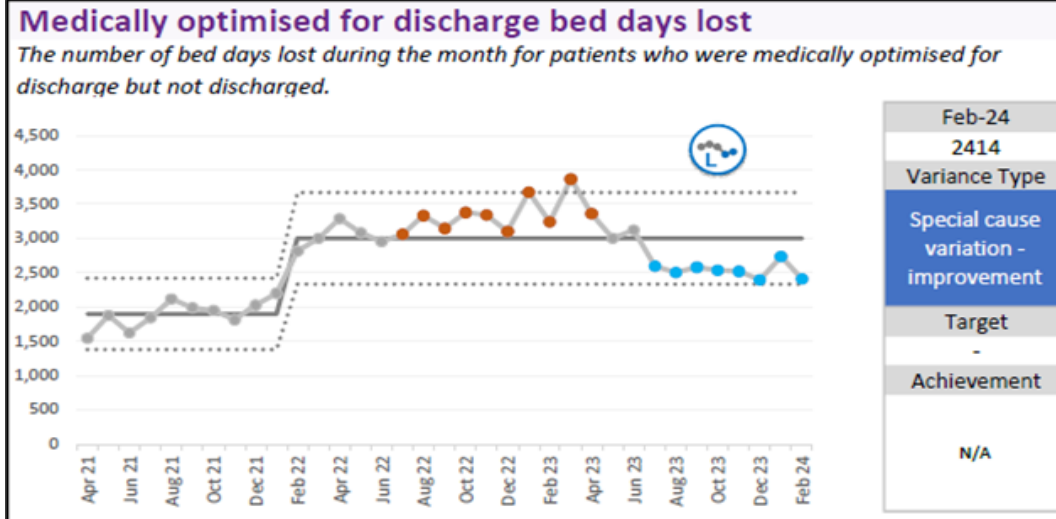
# Priority 2: Joining Up Care

The Aim: bringing Partners together across health and care to deliver person centred care in the community that helps people stay healthy and independent for longer

## What BEP Partners delivered in 23-24:

- Implementation of the Integrated Discharge Team model, ensuring that patients are discharged appropriately, whether back home, into interim beds or home with a package of support.
- Operational deployment of the Transfer Of Care Hub (TOCH);
- Creation of four GP-led care home hubs to support discharge from hospital for those not yet able to go home or to their long term place of care;
- Redirection initiatives including: frailty line, consultant connect the expansion of urgent community response and hospital at home services;
- Primary Care Clinical Assessment Service taking 120 primary care dispositions from 111 into a central triage Clinical Assessment Service, diverting over 60% of calls away from Primary Care.

## Impact on joining up care:



Metric (In Buckinghamshire Healthcare Trust)	Dec 2022	Dec 2023	Improvement Value
No of Medically Optimised for Discharge (MOFD) patients	99	60	39.4%
No of MOFD bed days lost	3,017	2,339	22.4%
Chartridge Ward Length of Stay	23	19	17.3%
No of admissions to Chartridge Ward	30	48	37.5%
No of discharges from Chartridge Ward	26	43	39.5%
% of General & Acute beds occupied across BHT	111.1%	100.4%	9.6%
No of patients within escalation areas.	246	55	77.6%

**Measures taken by partners to join up care, particularly supporting discharge from hospital, have contributed to a drop in 'lost bed days'.**

This in turn supports 'flow' through the hospital, freeing up beds for those who need to be admitted. Reducing length of stay avoids deconditioning and contributes to health and independence.

**Patient experience has also been enhanced:** we have improved the medical oversight, care and therapeutic offer for those discharged into care home beds temporarily, providing a more holistic offer designed to get people home or to their long term place of care quicker. Hospital@home enables people to receive care and support in a more familiar environment.

# Priority 3: Tackling health inequalities

Tackling health inequalities experienced by those from socially deprived areas and ethnic groups in early years, mental health (access and experience), CVD and healthy lifestyles.

## What BEP Partners delivered in 23-24:

- Support for Buckinghamshire Council’s **Opportunity Bucks** programme Health and Wellbeing Workstrand. The Opportunity Bucks programme targets the ten most deprived wards in Buckinghamshire.
- Investment planning and oversight of expenditure under the **NHS health inequalities investment**, designed to support ‘CORE20Plus5’ initiatives, targeting the most deprived areas, which defines a target population – the most deprived communities – and identifies ‘5’ focus clinical areas requiring accelerated improvement.
- Support for wider action plans under the **Joint Local Health and Wellbeing Strategy**.

## Impact on Health Inequalities

Achieved in 2023/24	Next Steps in 2024/25
Completion of initial insight project to understand needs and interests of key population groups who experience higher maternal risk factors to improve preconception health.	In 2024/25 insights to be used to design and deliver integrated service plans to improve pre-conception health.
Nurse-Led Outreach Serious Mental Illness Health Check team recruited to and outreach initiated with 2 PCNs.	In 2024/25 system wide approach to be developed informed by population health management analysis and outreach team to engage with all PCNs.
Design of pre-rehabilitation pilot to support people from the most deprived communities in 2 PCNs who are identified as likely to benefit from early intervention whilst awaiting surgery. 59% of BHT staff have completed ‘Very Brief Advice’ smoking cessation training.	In 2024/25 the pre-rehabilitation programme will be fully implemented, with 3 Health Coaches in place to improve access, experience and outcomes

### Project Planning for 24/25:

Set up a <b>Deep End Network</b> to support GPs in our most deprived communities.	Set up 3 <b>Communities of Practice</b> for frontline works in Opportunities Bucks areas.	Develop <b>Community Research capacity</b> .	Support the training of 60 <b>Health Coaches</b> to making every contact count across services.	Implementation of the <b>Joy App</b> across Buckinghamshire to improve referrals into preventative services.
---	---	--	---	--



## Executive Management Committee and Transformation Board

### Executive Management Committee 4–18 June 2024

The Executive Management Committee (EMC) 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 & PROPERTY SERVICES	GOVERNANCE, DIGITAL & BUSINESS PLANNING
<b>Assurance</b>			
Integrated Performance Report (April) quality section	Temporary staffing weekly report	Monthly finance report	Data Security & Protection Toolkit
Integrated Performance Report (May)	Annual Litigation Report	Monthly capital report	
Corporate Safeguarding quarterly report Q4 2023/24	Plan for delivery of objective to reduce bullying & harassment	Report on waivers of Standing Financial Instructions	
Quarterly Nutrition Report	Guardian of safe working hours annual report		
Pressure Ulcers Annual Review			
Clinical Audit Annual Plan			
Faster Further Programme			
Plan for delivery of 12-hour wait in Emergency Department objective			
Cancer report			
Planned care report			
Paediatric audiology services			
<b>Approval</b>			
Adult Critical Care Transfer Service Update	Senior Nurse, Midwifery & Allied Health Professionals Huddle review	Property services asset management	IT infrastructure hosting options
Cardiology business case	Paediatric Medical Staffing	Community services review	

Urgent and emergency care services	Proud to be BHT communications report/plan		
------------------------------------	--	--	--

**Information**

			Policies ratification report
			Minutes of EMC sub-groups
			Draft agenda for next meeting

Transformation Board 28 May 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).

**Assurance**

- Reporting and assurance framework
- Acute Provider Collaborative monthly update
- Buckinghamshire Executive Partnership monthly update
- Strategy development group update
- Integrated discharge and flow update
- Temporary staffing weekly update
- Digital health programme update

**Approval**

- Place Strategy update

**Information**

Return for Workforce Race Equality Standard (WRES) / Workforce Disability Equality Standard (WDES)