

TRUST BOARD MEETING IN PUBLIC
25 July 2018
CHIEF EXECUTIVE'S REPORT

This report aims to highlight to Board members those areas that will benefit from focussed discussion as well as recognise the developments and achievements of the Trust since we last met. Appended to this report is a summary of the Executive Management Committee meetings, providing the Board with oversight on the significant discussions and decisions taken by the executive team over the past two months.

1. Learning

As a Trust we want to be transparent about our performance and clinical care, highlighting areas for improvement as well as areas of best practice as we continue embedding a learning culture.

During June 2018, 68 people passed away whilst in our care. 12 cases of infections were recorded, most of which were line infections. I am pleased to report that the number of Clostridium Difficile cases reduced from 6 last month to 2 this month, with no cases of hospital acquired MRSA bacteraemia. I am aware that 107 of our inpatients had a recorded fall during their stay with us. This is the same as last month, and although we need to reduce this number I am pleased to say that none of these falls resulted in severe harm. I am really disappointed that one of our patients developed a pressure ulcer which was avoidable. There were 8 serious incidents declared in month, and 51 formal complaints were received bringing the total for this financial year to 125.

In May 2018 there were 219 recorded accolades and in June 94% of patients would be likely or extremely likely to recommend our services to their friends and family. In the same period we received 41 excellence reports. A best practice example highlighting the importance of multi-professional working is given below:

"The OT, SLT, Physio and Psychology Team at Bucks Neuro Rehab Unit have worked together to provide an excellent individualised therapy programme for a young gentleman with particularly complex needs which has stretched them to find new approaches and employ new techniques. I visited the unit today and was impressed to see how much he has progressed, it was clear the impact of their hard work will improve his quality of life."

In June we welcomed the Intensive Support team from NHS Improvement to lead two focused workshops on improving our pathways for prostate cancer, and also visited the Royal Berkshire Hospital in Reading to learn from best practice: the results of this are already bearing fruit and being shown in more rapid access to diagnostics for these patients.

We held, under the leadership of the director of workforce and organisational development, a BHT Way event which was attended by our highest ever number of attendees. The theme was leadership and engagement, and featured the Trust's first use of a 'hackathon'! The chief operating officer also ran a successful multi-professional and specialty staff engagement event to consolidate the learning about from last winter and to commence planning for the winter ahead.

2. Outstanding practice

Research continues to be an area of strength for the Trust. Over the past five years, 28,000 patients have participated in research studies and we have created an additional 14 jobs by securing external funding through our research and innovation activities. In addition to the appointment of our first National Institute for Health Research fellow as highlighted in my last report, we now have a Bucks Research Activity Group (BRAG) with clinicians and nurses forming part of the group to build on our homegrown research. The Nursing Times has also shortlisted the Trust for work that has been undertaken within our cardiac team to increase awareness of the importance of clinical research nursing in the Clinical Research category.

I am very proud that Ward 5 at Stoke Mandeville Hospital was successful in retaining the Macmillan Quality Environment Mark which is a detailed framework for assessing whether cancer care environments meet the standards required by people living with cancer. Not only did they retain the Quality Environment Mark but they achieved the highest grade at level 5.

The Community Head Injury Service (CHIS) has recently completed its annual client feedback exercise. For the third year running they received 100% client satisfaction (a record 80% 'very satisfied') with 100% likely to recommend CHIS to family or friends.

3. Quality and performance

Whilst there is still considerable demand on our service, with continued increases in emergency admissions, I am pleased to report that the number of A&E patients seen within the national 4 hour target has improved to 91.1% compared to 89.1% in May. The cancer 62 day standard has improved in month from 74.5% in April to 82.2% in May and RTT Open Pathway performance improved again in month, with a performance of 90.2% in May. Whilst there is still much to do to bring these performance measures to the required standard, it is pleasing to see them improving.

Ensuring that we are a great place to work, where our people have the right skills and values to deliver excellence in care is our key people objective. The number of nurse vacancies remains a risk, with our nurse vacancy level rising to 17.2% at the end of June; we continue to review and refresh actions to improve this position. Vacancies are the main driver of temporary staffing and we have seen an increase in month 3 of agency spend. Work is ongoing across the organisation to review usage of all agency staff.

We continue to face significant challenges in this year with the year to date deficit running at £5.8m, £4.5m variance to plan. The operational finance performance is putting pressure upon cash balances and impacting working capital management. The Board will note the report from the Director of Finance which outlines our plans to address this deficit and seek assurance that this concerning position is a core focus for the executive team.

Strategic View

Following the Trust's attendance at the last two Health & Adult Social Care Select Committee meetings to present the results of the community hubs pilot, I am pleased that the Committee has confirmed its support for continuing to develop this new model of care. As part of the future development, we have been asked to consider a number of areas as part of the future development which are outlined in the Board paper regarding community hubs.

The Board will note the report from the director of strategy regarding the progress of the integrated care system. In summary, the integrated care system executive has now approved the approach to developing the integrated care system including governance and programme management. A key element of this approach is our emerging model of community care that will be managed, located and deployed on different footprints with localities of approximately 150,000- 200,000 and clusters of 30,000-50,000 people.

Jeremy Hunt, the former Secretary of State for Health, visited the Trust last month to learn about the progress we have made in terms of patient safety. Our medical director, Tina Kenny, talked about the implementation of the medical examiner role, improvements in sepsis and our vision for a digital future. Following the visit, Mr. Hunt wrote to us thanking us for the visit and commenting that everyone he spoke to was “clearly incredibly committed to delivering the highest possible standards of care for their patients”. I attach his letter to this report for your information.

As part of our focus on patient safety we were delighted to welcome to the Trust Katherine Edwards and Steve McManus from the Academic Health Science Network. Katherine heads up patient safety and clinical improvement, working with the patient safety collaborative across England, whilst Steve, CEO of Royal Berkshire NHS Foundation Trust, chairs the network’s Patient Safety and Clinical Improvement Oversight Group. I was impressed to see the significant contribution the Trust is making in this crucial regional programme, especially regarding maternity, recognition of sepsis and learning from deaths.

4. Proud to be BHT

- I was delighted to receive the attached letter from the NHS Blood and Transplant’s Organ Donation Service. Last year, The Trust referred 40 potential organ donors to NHS Blood and Transplant’s Organ Donation Service. As a result the Trust facilitated 5 actual solid organ donors resulting in 15 patients receiving a life-saving or life-changing transplant.
- Ghazala Yasin, one of our nurse consultants, won the rising stars innovation category in the national NHS70 Windrush awards.
- Sarah Standish, family counsellor at the Spinal Unit, won the Rising Star category at the Spinal Injuries Association Rebuilding Lives Award.
- Our Health Visiting Service has been awarded Stage 2 Baby Friendly accreditation. A fantastic achievement to receive this coveted accreditation at the first attempt.
- On Sunday 1st July the Nutrition and Dietetic Team, working in collaboration with the CCG Long Term Conditions Team, led a South Asian Ladies Group Event on ‘Healthy Lifestyle and Diabetes’, at Quarrendon and Meadowcroft Community Centre. The presentation was delivered in Hindi and we also provided interactive nutrition and food tasting table workshops, in Hindi and Punjabi. We received excellent feedback from attendees and commissioners – a great example of working across the ICS to address the health prevention agenda, engaging with harder to reach community groups.
- Well done to the ortho-geriatric team who were shortlisted for the HSJ Value Awards. Sadly they didn’t win!

Neil Macdonald
Chief Executive

Appendix 1

Items discussed at Executive Management Committee 25 May to 13 July 2018

The Executive Management Committee meets formally on a weekly basis and covers a range of subjects ranging from early strategy discussions, performance monitoring, consideration of business cases and moderation of risk documentation. The meeting is chaired by the Chief Executive Officer and attended by Executive Directors, Director for Governance, and other key leaders within Divisions and Corporate services. The following provides a brief overview of some of the key areas considered at the Executive Management Committee since 25 May 2018.

Strategy

Corporate Objectives
Clinical strategy
Strategy implementation at service level
Bucks Innovation Hub Partnership agreement
Urgent Treatment Centre designation

Governance

Corporate Risk Register moderation
Board Assurance Framework moderation
Security on the Wycombe site
Information Technology governance structures
CNST submission for maternity
Integrated performance report and exception reports
Fire safety
Preparation for CQC inspection
S106 monies
Metabolic (bariatric) surgery business case
Well-Led Framework
Internal audit update
Minutes were reviewed from the sub-groups.

Quality

Quality Improvement Plan
Patient voice
Infection Prevention and Control work plan
Infection Control annual report
Cleaning programme
Learning from deaths programme
Endoscopy
National breast screening incident
Learning organisation
Guidance on mixed sex accommodation
Draft Safeguarding Annual Report
Quality Rounds (Perfect Ward app) Outcomes and update
Reducing length of stay
Estates performance

People

Agency reduction plan
Allocate rostering programme
Clinical workforce transformation
NHS 70th birthday celebrations
Medical appraisal and revalidation annual report
Frequency of DBS checks

Money

Monthly Trust I&E summary- performance against plan

- pay report
- non-pay
- drugs
- cash report
- ICS recovery

Capital report

- Capital management plan
- STP capital process

Contract Update (activity & income / SLAM)

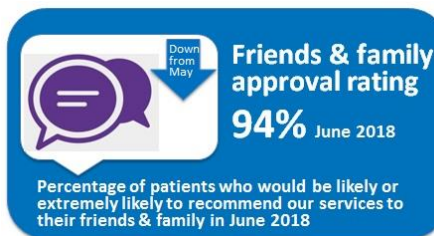
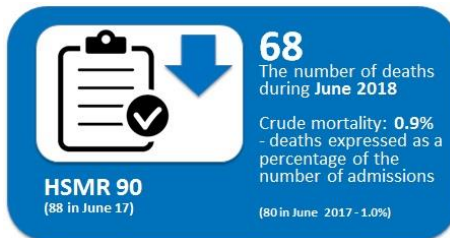
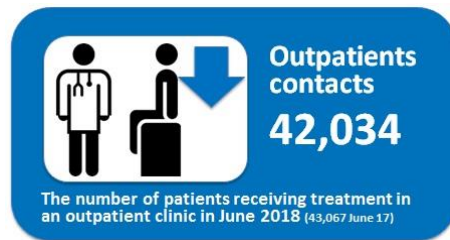
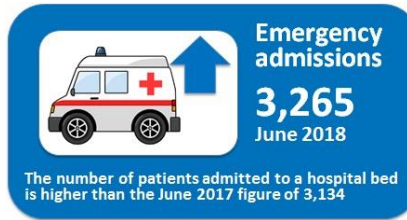
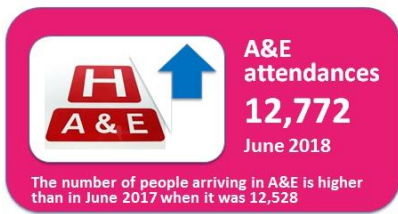
Transformation programme
Grip and Control action plan
Rheumatology business case
E-observations business case and implementation plan
MRI business case

The following policies have been approved:

- Electrical Safety Policy
- Nutrition Policy
- Protected Mealtimes
- Statutory & Mandatory Training
- Manual Handling Policy
- Medicines Policy
- Mental Capacity Act and Deprivation of Liberty Safeguards
- Latex policy
- Sharps Injury Body Fluid Exposure
- Skin Exposure Risks
- Substance Abuse
- Volunteer Policy
- Lone Working Policy
- Subject Access Request Policy
- Third Party Confidentiality Code of Conduct
- Missing and Absent Patient Policy
- Lockdown and Violence and Aggression Policy
- Water Safety Policy
- Decontamination Policy
- Data Protection Policy
- Record Management Policy

Month in numbers

July 2018 with June 2018 data



Please note: arrows show comparison with June 2017 data (figures going up or down) unless stated otherwise and are not intended as an indication of performance

Safe & compassionate care,

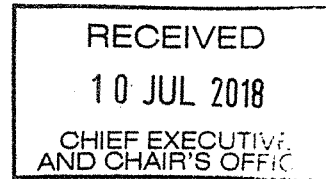
every time



Department
of Health &
Social Care

From the Rt Hon Jeremy Hunt MP
Secretary of State for Health and Social Care

39 Victoria Street
London
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020 7210 4850

Neil Macdonald, Interim Chief Executive
Hattie Llewelyn-Davies, Chair
Buckinghamshire Healthcare NHS Trust
Wycombe Hospital
Queen Alexandra Road
High Wycombe
HP11 2TT

- 4 JUL 2018

De Neil and Hattie

I am writing to personally thank you and your team for hosting my visit to Wycombe Hospital last week.

Everyone I spoke to was clearly incredibly committed to delivering the highest possible standards of care for their patients, and this gives me confidence that your CQC rating of 'Requires Improvement' will soon change.

It was great to hear from Tina's presentation about your implementation of the Medical Examiners system, improvements on sepsis and your vision for a digital future.

I also found it incredibly helpful to have an open and honest question and answer session with your staff on topics such as community care, the role of clinical psychology and how to shift from a blame to a learning culture.

Please pass on my thanks to those staff that spared their time to meet us and share their views.

Thank you again for a really productive visit.

*Yours
Jey*

JEREMY HUNT

May 2018

Dear Mr Macdonald and Dr Kenny,

Thank you for helping the UK with the ambition of becoming world class in the area of organ donation and transplantation. This letter explains what we would like you to do to help with that ambition by ensuring best quality of care in organ donation on every occasion.

Taking Organ Transplantation to 2020: Trust Performance - 2017/18

From 7 consented donors, Buckinghamshire Healthcare NHS Trust facilitated 5 actual solid organ donors resulting in 15 patients receiving a life-saving or life-changing transplant during the time period.

Best quality of care in organ donation - 2017/18

- The referral of potential organ donors to NHS Blood and Transplant's Organ Donation Service and the presence of a Specialist Nurse for Organ Donation when approaching families to discuss organ donation are key metrics that are monitored throughout UK hospitals.
- Best quality of care in these areas must be followed at all times if we are to become world class in saving and improving lives through organ transplantation. See NICE Clinical Guidance 135. The activity data in this letter may also be used for Care Quality Commission (CQC) inspections.
- Your Trust referred 40 potential organ donors to NHS Blood and Transplant's Organ Donation Service during the time period. There were 3 occasions where potential organ donors were not referred.
- A Specialist Nurse was present for 9 organ donation discussions with families of eligible donors. There were 2 occasions where a Specialist Nurse for Organ Donation was not present for the organ donation discussion.
- Your Trust therefore missed 5 opportunities for best practice out of 54. The best performing Trust similar to yours missed 0.

What we would like you to do

- Ensure your Trust misses no opportunities to make a transplant happen. In addition to the information provided in this letter, detailed information is also available on request from your Specialist Nurse for Organ Donation.
- Discuss performance data at the Board with support from your Organ Donation Committee Chair and Clinical Lead for Organ Donation.

Why it matters

- 283 people benefitted from a life-saving or life-changing solid organ transplant in South Central, in 2017/18.
- However, in South Central 31 people died on the transplant waiting list during this time and 366 people were still waiting at 31 March 2018.

Thank you for your ongoing support for organ donation and transplantation. As the NHS celebrates its 70th anniversary this year, giving blood and registering on the Organ Donor Register have been identified as one of the seven key legacy themes. Please consider what your Trust can do to encourage your employees and patients to donate where they can. We provide a range of assets which can be used through the promoting donation hub: <https://www.nhsbt.nhs.uk/get-involved/promoting-donation-hub/> and your local Organ Donation Committee will be happy to help.

Yours sincerely,



Ian Trenholm
Chief Executive, NHS Blood and Transplant