

**Meeting:** Trust Board Meeting in Public

**Date:** 25 September 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 Written Statement of Action Feedback Letter Appendix 2 – CARE awards Appendix 3 – 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, and as part of the Buckinghamshire, Oxfordshire & Berkshire West Integrated Care System (BOB ICS).

Appended are a letter from the Department of Education regarding the Special Educational Needs & Disabilities (SEND) Written Statement of Action (Appendix 1), a list of our monthly CARE value award winners (Appendix 2) 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 3).

<b>Decision</b>	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 type="checkbox"/>
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### 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 Earlier this month, the independent investigation into the NHS in England by Lord Darzi was [published](#). The report makes for sobering reading and its findings are reflective of the challenges we have been experiencing in Buckinghamshire and in our Trust and which we have been working hard with partners and within our organisation to tackle. We support the themes Lord Darzi has identified for the government's forthcoming 10-year Plan, such as empowering colleagues and patients, delivering care closer to home, technology and productivity, and look forward to receiving further direction from the government in due course.
- 1.2 There has been a [change](#) to death certification effective 9 September 2024 in which all non-coronial deaths (those not requiring referral to the coroner) must be reviewed by a medical examiner before a death can be registered. My thanks to our medical examiner and bereavement colleagues for their preparation in advance of this change.
- 1.3 At Month 5, our financial position is £1.3m worse than plan due to the impact of industrial action in June and July 2024. We have been notified that the Buckinghamshire, Oxfordshire & Berkshire West (BOB) Integrated Care Board, and the provider trusts within the BOB Integrated Care System, have been put into an Investigation & Intervention regime by NHS England as a result of the collective financial position at this point in the year. We welcome this review of our processes and plans and will continue to update the Board and the public in due course.
- 1.4 The Buckinghamshire Health & Adult Social Care Select Committee has elected a new Chair, Councillor Matthew Walsh. Congratulations also to Professor Nick Broughton on his substantive appointment to the role of Chief Executive of the BOB Integrated Care Board.
- 1.5 We have received [guidance](#) from NHS England of priorities for Winter and the second half of the year, and will bring our plan for Winter to the Board next month. It will focus on three key themes: managing same day pressures through our enhanced emergency floor at Stoke Mandeville Hospital, reducing admission levels through increased and better coordinated admission avoidance services across acute and community, and improving flow through the system through more effective discharge planning and work with system partners.

### 2.0 Outstanding care

- 2.1 Key performance data are presented in the Integrated Performance Report with supporting narrative, which generally shows a stable performance, with some improvements in elements of planned care, emergency care and diagnostic waiting times. The improvement in productivity we achieved in 2023/24 has been sustained in the first quarter of this financial year, ensuring we continue to see patients quicker and provide a better experience through more efficient use of our resources.
- 2.2 This month is Organ Donation Week, an important annual reminder of the life-changing impact becoming an organ donor can have. I look forward to promoting the cause alongside Tom Roche, Non-Executive Director and Chair of Organ Donation Committee, at our Health on the High Street unit in Friar's Square, Aylesbury.
- 2.3 In August we celebrated 80 years of the National Spinal Injuries Centre and the Paralympic Games with a 24-hour table tennis-a-thon and street party. My thanks to everyone who baked cakes and contributed to make the celebrations such a success.

- 2.4 The Care Quality Commission has published its 2023 inpatient survey results which surveyed patients who stayed in hospital during November 2023. Although there is always more to do to better the experience of patients using our services, I am pleased to report that our Trust was within the top eight trusts which had significantly improved their scores, an increase from 7.8 to 8.1. Thank you to everyone who took the time to respond to this survey and share their experience. Colleagues are reviewing the results in full to look at where we need to focus efforts in the months ahead.
- 2.5 The Board will recall that following a Joint Targeted Area Inspection of Special Educational Needs and Disabilities (SEND) services in Buckinghamshire in March 2022, the Trust prepared a Written Statement of Action in partnership with Council colleagues outlining how we would collectively improve the service. Appended to this report (Appendix 1) is a letter from the Department of Education confirming sufficient improvement has been seen in two of the three areas to cease formal monitoring. Work continues in Area 2 and the team will update further at the next meeting, including on the areas outlined in the letter.
- 2.6 This summer we officially opened our new Interventional Radiology Suite, which is one of only two radiology suites in the country to enable patients in our county to benefit from specialist procedures. Further details are available on our website [here](#).
- 2.7 Regrettably, I also need to inform the Board that since my last report we have recorded two never events, both pertaining to errors in the site of intervention during a procedure. At the time of writing both are under investigation, and I will ask the Chief Nurse and Chief Medical Officer to update the Board more fully in the meeting.

### **3.0 Healthy communities**

- 3.1 This year there is a new vaccination programme against respiratory syncytial virus (RSV) for certain cohorts of the population, and we were pleased to be among the first in the country to offer this to pregnant women, along with flu and whooping cough vaccinations.
- 3.2 I was fortunate recently to spend time with our colleagues based in Amersham Hospital who support children and young people with a learning disability. As is often the case when I have the chance to spend time with my clinical colleagues, I was humbled to see firsthand the impact these teams have on some of the most vulnerable in our community.

### **4.0 Great place to work**

- 4.1 Earlier this month the Executive team was fortunate to spend time with our counterparts at Berkshire Healthcare NHS Trust, discussing their experiences of establishing an improving culture throughout their organisation. It was an invaluable opportunity to understand in depth the methodologies and approaches they use to engage and empower colleagues at all levels in making positive changes to their experiences at work, and that of their patients. I would like to formally thank them for giving their time to us so generously and look forward to continuing to learn from and work with them.
- 4.2 We were delighted to welcome members of the public to our Annual General Meeting and Open Day earlier this month, and I would encourage the Board and readers to take a look at the videos on our website [here](#). It was particularly great to see so many young people coming to take advantage of the careers talks and get inspiration from the tours of our services. Huge thanks to our Communications team for organising the day, and to all the colleagues and volunteers who made the day possible.
- 4.3 Congratulations to colleagues shortlisted for Nursing Times Workforce awards in the Practice Educator of the Year, Overseas Nurse of the Year categories and Preceptorship Programme of the Year.

- 4.4 Huge thanks to our Kalinga Filipino Network for organising another successful annual SportsFest this summer, and to our friends at RAF Halton for coming to support with expert refereeing. It was a wonderful opportunity to bring colleagues together for some healthy competition between departments!
- 4.5 Thank you also to His Honour Judge Francis Sheridan for making the time to join us this month to share his fascinating experiences and inspiring reflections on leadership with c.100 of our leaders and managers across the organisation.

### **Appendices**

Appendix 1 – Buckinghamshire Written Statement of Action Feedback Letter

Appendix 2 – CARE value awards

Appendix 3 – Executive Management Committee & Transformation Board



Department  
for Education

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19 August 2024

John Macilwraith, Corporate Director of Children's Services, Buckinghamshire Council  
Rachel Corser, Chief Nursing Officer, NHS Buckinghamshire, Oxfordshire and Berkshire West Integrated Care Board

**By email to: [John.Macilwraith@buckinghamshire.gov.uk](mailto:John.Macilwraith@buckinghamshire.gov.uk) and [rachael.corser@nhs.net](mailto:rachael.corser@nhs.net)**

Dear John and Rachel,

I am writing to you following your recent Written Statement of Action (WSOA) progress review meeting led by the Department for Education (DfE) and NHS England (NHSE) on 4 July 2024. We were grateful for the evidence you submitted in advance of the meeting which was informative and clearly presented. Please extend our thanks to all those who attended the meeting and answered our questions, in particular the Parent Carer Forum (PCF) and school representatives.

During the meeting, the local area demonstrated a collective determination to make sustainable improvements to SEND services and to the lives of children and young people with SEND in Buckinghamshire. The evidence provided, alongside the feedback from partners, demonstrated the range of actions in place to secure clear and sustained improvement across all areas of significant weakness identified at your Area SEND inspection in March 2022.

As outlined at the meeting, the DfE and NHSE can jointly determine to reduce or cease the formal WSOA monitoring cycle if we deem that the local area partnership has made sufficient progress against the WSOA. We have carefully considered the evidence you provided and we are satisfied that we no longer need to continue with formal monitoring of Area 1 and Area 3 for the reasons outlined below. All we require for your next progress review meeting for these areas is a short update on key developments and the impact seen. We will continue to monitor Area 2 at a reduced frequency, also outlined below.

## **Governance**

Your view of your local area partnership SEND governance arrangements is that they are robust and that the recent governance review has strengthened them further. The SEND Partnership Board has been created and all SEND improvement activity has now been brought into the remit of the Children's Services Transformation Programme providing oversight at the highest level within the Council via the Service Improvement Board and Children's Transformation Board. SEND is one of the Council's "Critical 5" priorities. Furthermore, the Buckinghamshire Executive Partnership drives forward change from a health perspective and SEND is one of the three priorities for the Integrated Care Board (ICB).

Your new SEND Strategic Plan (SSP) is the focus of your activity for the next 12 months and has four overarching priority workstreams: early support; complex needs; education provision and preparation for adulthood. These workstreams include both the 4 DBV workstreams and outstanding revised and new actions that relate to achieving the ambitions of the original WSOA. During the meeting we heard evidence of how the updated governance arrangements of the local area are supporting partners to link up and maximise opportunities for collaborating more effectively and resolving problems.

### **Area 1: Integrated Therapies: The lack of a cohesive area strategy to identify and meet the needs of those children and young people requiring speech and language, communication and occupational therapy.**

In your evidence you reported that all actions within this area of weakness are complete. "The Local Area strategy (2023-26): Early Identification and Intervention to Better Support Children and Young People's Therapy Needs" has been fully co-produced and is now published. This action plan is clearly woven into the wider strategic work and reporting structure. The recommissioned therapy service contract is now in place, with successful recruitment of posts. It was also encouraging to hear that waiting times for speech and language therapy have shown some improvement.

### **Area 3: Community Paediatrics: Waiting times to see a paediatrician.**

In your evidence you reported that all actions within this area of weakness are complete. You have increased the capacity of the team by successfully recruiting to a range of roles. The reflection and learning by the service to manage recruitment and capacity to deliver the assessments has been innovative and it has made a clear impact to reduce the waiting times. This includes new approaches to support children and young people and their families whilst waiting.

### **Area 2: Neurodevelopment Pathways: Waiting times for assessments on the autism and attention deficit and hyperactivity disorder (ADHD) diagnosis pathways and the system-owned plans in place to address this.**

We have decided to continue to monitor this area of weakness at a reduced frequency (six monthly) going forward. The waiting times for children and young people referred to the pathway to receive a diagnostic assessment for Autism and/or ADHD has increased and the number of children and young people with ADHD

waiting for medication initiation remains high. We recognise that these increased waiting times are in the context of increased referral levels and that the local area partnership has undertaken a number of positive steps towards providing schools and families with resources whilst children and young people and their families wait for support. However, the impact of these initiatives is not yet widely reported. At our next review meeting (which will take place in January 2025), we will be looking for more evidence of positive feedback from children and young people and their families about the support they receive while awaiting assessment. We will also be interested to have an update on:

- The recruitment and onboarding of new staff in CAHMS in September 2024.
- The MDT assessment model and its impact.
- The impact of the HEALIOS assessments.
- The development and delivery of a new training offer, supported by the Delivering Better Value programme.
- Your updated Data Dashboard.

I know that the progress you are making is due to a great deal of commitment and hard work on the part of the Local Authority, the ICB, PCF, families and front-line staff across education, health and social care. Please do continue with these efforts and build on the successes you have already achieved.

I am copying this email to Michael Jarret (Director of Education and Inclusion, Buckinghamshire County Council), Lucy Pike (Head of Improvement and Transformation Children's Services, Buckinghamshire County Council), Caroline Marriot (Director of SEND Service Delivery, Buckinghamshire County Council), Phillippa Baker (Integrated Care Board Place Director for Buckinghamshire, NHS Buckinghamshire, Oxfordshire and Berkshire West ICB), Nick King, (SEND Advisor), Lorraine Mulroney (Head of SEND, NHSE) Adeline Gibbs (NHSE SEND adviser), Linda Slim, (SE Regional Lead DfE) and Elena Lynwood, (SEND Case Lead DfE).

Yours sincerely



**Catherine Norrie**

Head of Vulnerable Children's Unit,  
South East Regions Group.

## Appendix 2 – 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.

July 2024

Category	Name	Role	Nomination	Nominated by
Collaborate	Aron Hiles	Paediatric Staff Nurse	I was the nurse in charge (NIC) on Ward 3 on a Saturday in July. I was bleeped to a peri-arrest in paediatric resus just 15 minutes into my shift. This unfortunately turned into a full arrest and the patient very sadly died. Due to this tragedy, I was in resus from 07.45-18.00. Without being asked, Aron took control of the ward. He ensured the ward continued to run smoothly, supporting junior colleagues. He liaised with CED to ensure the patient flow continued. Despite being short staffed, Aron made sure the ward was safe and all the paperwork/computer work as NIC was completed. I liaised with Aron a few times during this period and each time he informed me the ward was under control which enabled me to give my full attention to the situation without having to worry about the ward. Even when I returned, Aron supported me with what had happened, continued to take charge, and made a horrendous situation that slightly bit easier. Thank you.	Colleague
Aspire	Aileen Sellars	Continence Support Nurse	I would like to nominate Aileen for a CARE award. Although I have nominated Aileen under the category of Aspiring, I believe that her dedication and actions encompass all the CARE values. The Continence team is very small and works under extensive capacity and demand pressures. During a period of long-term sickness of other team members and the subsequent vacancy of the lead, Aileen has risen to the challenge, working hard, and supporting the remaining team. Aileen gives advice and guidance ensuring staff well-being, whilst also ensuring that patients always receive the very best care. Despite the additional pressure, Aileen continually seeks to improve herself and her practice, recently completing a post graduate continence course. Aileen has shared her subsequent learning with the team and has been able to utilize her knowledge to influence SOP's and guidelines, not just within her own team but across services. When reviewing processes within the team an area of duplication and inefficiency was identified and solutions were discussed. Aileen actively grasped the opportunity to lead on the change, liaising with another service to understand their management of the challenge and then working with IT to implement the requirements for the change. Any change can be difficult for staff, but Aileen was able to work with team to get the required support and understanding from them, making sure they felt supported. The change seeks to reduce the continence waiting list and increase productivity.	Colleague
Respect	Khori Wilkins	Receptionist (NHSP)	On a Saturday in July, Khori was working an NHSP shift on Ophthalmology reception at SMH. Khori had been made aware that a patient suffering with dementia had absconded from a nearby ward. Khori notified security who said they were unable to help. Knowing the patient may be at risk of harm, Khori followed the patient to the main road but also kept at a safe distance and called the police. The police	Colleague



			attended and safely returned the patient to the hospital, unharmed I believe. The patient was not on one of the clinics that Khori was looking after, which makes what Khori did even more amazing. Khori thought and acted immediately to ensure the safety of the patient whilst also keeping himself safe. As a member of the NHSP team, I thought this example of going above and beyond was exceptional. Well done Khori.	
Enable	Oliver Field	Systems Integration and Development Manager	Following an email exchange that didn't land the way I expected it to, I approached Oli to check in. Despite being more senior, Oli was transparent about how he had interpreted my email and was able to highlight how I might have phrased it differently. As English is not my first language (but my third!), Oli was able to connect with my intention and bridge a cultural difference. Based on his feedback, I put a little footer before my signature highlighting, I had received this and to sense-check with others they felt. It's now been a few weeks since my first interaction with Oli and he approached me again to highlight he had linked with others in his team who had noticed the footer, and he relayed his colleagues had been positive about my recent communication. He even reassured me that what I was doing was working! I felt very seen and grateful for all this - hence this award. I thought this was a great example of 'Enable', Oli was very open and transparent, but at the same time sensitive of our cultural and language differences and with his feedback I have been able to take more care of how I come across. Thank you Oli!	Colleague

## Executive Management Committee and Transformation Board

Executive Management Committee 30 July – 17 September 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 quality section	Workforce weekly report	Monthly finance report	Organisational Risk Report
Patient Safety Incident Response Framework (PSIRF) update	Proud to be BHT Communications report	Monthly capital report	Corporate performance reviews quarterly report
Maternity quality and safety reports	Safe staffing report	Waivers of Standing Financial Instructions	Care Group performance reviews bimonthly report
Infection prevention and control reports	Equality, diversity and inclusion report	Buckinghamshire Healthcare Projects Limited contract oversight	Equality and quality impact assessment assurance report
Research and innovation quarterly report	Education report	Procurement regulations changes	Internal audit summary report
Clinical effectiveness quarterly report	Freedom to Speak Up guardian quarterly report		Senior Information Risk Owner report
Emergency Preparedness, Resilience and Response review	Guardian of Safe Working Hours report		
Integrated Performance Report	Standards of behaviour and conduct report		
Pressure ulcer report			
National inpatient survey results			
Carer passport update			

## Approval

Radiology reporting contract		Productivity and efficiency plan	
Enteral feeding contract		Sale of Cambourne site	
School age immunisation contract		Premises Assurance Model report	
Transfer of service for patients experiencing transient ischemic attack			
FP10 medicines supply			
Colposcopy insourcing			
Pathology business case			
Microbiology business case			

## Information

GP industrial action	Monthly CARE awards	New ward update	Compliance with legislation
Operational improvement programme update	Vaccination programme report		Policies ratification report
Cancer patient experience survey results	Workforce benchmarking review update		Minutes of EMC sub-groups
			Draft agenda for next meeting

On 13 August, members had a discussion about the wider data environment, including the Federated Data Platform, shared care record and transformation plans for the Trust business intelligence department.

On 10 September, EMC discussed key operational and business activities coming up over the next few months, namely winter, job planning, and business planning.

## Transformation Board 23 July 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 Transformation Officer and meets on a monthly basis covering transformation portfolio updates, strategic business cases, and quality improvement (QI).

## Assurance

Place and system quarterly update  
Place Strategy update  
Improving Together programme overview  
Strategic programmes quarterly update  
Qual AI update  
Workforce weekly report  
Productivity and efficiency communications and efficiency plan  
Freedom to Speak Up annual report