

**Meeting:** Trust Board Meeting in Public

**Date:** 30 October 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 – Change NHS letter Appendix 2 – CARE value 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 we received regarding the recently launched public survey, Change NHS (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 type="checkbox"/> Improve waiting times in ED	<input type="checkbox"/> Give children living in most deprived communities the best start in life	<input type="checkbox"/> Zero tolerance to bullying
<input 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 A national conversation to inform development of the government's 10-year plan for the NHS has been launched: [Change NHS: help build a health service fit for the future](#). We welcome the opportunity for colleagues, patients and the public to share their ideas and experiences; we also look forward to receiving further information to support us to hold local engagement activities here in Buckinghamshire to help capture insights from the communities we serve. Further information is available online and in Appendix 1.
- 1.2 NHS England has published a series of [improvement guides](#) to support local improvement programmes as part of their NHS IMPACT work. The first of these focus on flow of patients through the emergency care pathway, outpatient services, medical consultant job planning, and theatres, elective surgery and care before and after surgery. Further guides will also extend to care out of hospitals in the community.
- 1.3 Earlier this month, Duncan Dewhurst (Chief Digital & Transformation Officer) attended the HSJ Integrated Care Summit, speaking on a panel discussion about 'Revolutionizing digital infrastructure and data sharing for seamless healthcare integration'. It was a fantastic opportunity to learn from others, share our digital journey, and some of the ways we are starting to use data to focus our resources in the most useful ways.
- 1.4 Congratulations to Bridget O'Kelly (Chief People Officer) who has been elected Co-Chair of the NHS Providers HR Directors Network. Congratulations also to Nicola Gilham (Non-Executive Director) who has become a [Trustee of NHS Charities Together](#). I am sure the Board will join me in commending Nicola's expanding contribution and commitment to the health and care sector.
- 1.5 I am pleased to advise the Board that Buckinghamshire New University has elected Professor Damien Page as its next Vice Chancellor. We look forward to continuing our strong partnership with the University and working with Professor Page once Professor Nick Braisby's tenure comes to an end in 2025.
- 1.6 Philippa Baker, Buckinghamshire Executive Place Director is moving to the Department of Health and Social Care on a secondment to support work on the NHS 10 Year Plan. Philippa has been instrumental in establishing strong local partnership programmes in health and care, and we wish her every success in her next endeavour.

### 2.0 Outstanding care

- 2.1 Key performance data are presented in the Integrated Performance Report with supporting narrative. In recent weeks we have seen an increase in the numbers of adult and paediatric patients requiring admission, and this has impacted how quickly we have been able to see patients requiring urgent care. A lot of hard work continues to go into reducing how long patients are waiting for planned treatment and at the end of September, there were 12 patients waiting more than 65 weeks.
- 2.2 Further to NHS England guidance received and referenced in this report last month, later in the Board meeting we will review the Trust Winter Plan, which sets out how we intend to maintain high quality patient care and experience through the next few months. I would particularly draw the public's attention to some changes to the emergency department at Stoke Mandeville Hospital, and the imminent opening of a new building to expand our capacity to provide emergency care for patients requiring a bed.
- 2.3 Congratulations to our maternity team who have been shortlisted in this year's Royal College of Midwives awards in the category 'Excellence in Midwifery for Education and

Learning' (sponsored by the Nursing Midwifery Council). As part of a Health Innovation Oxford and Thames Valley Patient Safety Collaborative, the team is working on a multiprofessional simulation-based education project in partnership with Oxford University Hospitals NHS Foundation Trust, Royal Berkshire NHS Foundation Trust, Buckinghamshire New University, Back to Life Ltd, and Sitcom Academy.

- 2.4 I am pleased to advise the Board that the Trust has now received confirmation from NHS England that our Electronic Patient Record business case has been approved, and I would like to take this opportunity to formally thank colleagues who have been working very hard to reach this important milestone.
- 2.5 Since the last report, I have been fortunate to spend time with some colleagues who are fundamental to the healthcare services we deliver at both our hospital and community sites, but whose hard work and contributions often go unseen: our property services, procurement and stores teams.
- 2.6 I was also able to spend a morning with our Infection Prevention & Control (IPC) team as part of the national IPC Week earlier this month. I witnessed some fantastic practice in the oversight of surgical site infections, and it was a timely reminder of the continued prevalence of the Covid-19 virus in our hospitals and communities.

### **3.0 Healthy communities**

- 3.1 I was delighted to join representatives from the Cancer Care and Haematology Fund, who generously support our cancer services and who have funded a new Cancer Information and Wellbeing Service pod next to the Cancer Care and Haematology Unit on the Stoke Mandeville Hospital site. Please see [here](#) for more information about how the space will support patients, families and colleagues.
- 3.2 In Amersham Hospital, new CT and MRI scanners have been installed in a purpose-built unit at the back of the site, funded by NHS England and Targeted Lung Health Check (an NHS screening programme designed to find lung cancer early, sometimes before a person has symptoms). Our Targeted Lung Health Check programme started in May 2024 and to date, 12,553 invitations have been sent; of these, 776 patients have had lung checks and 380 CT scans. This has led to seven cancers being detected and five suspected cancers being investigated. The new CT and MRI scanners also support the expanding development of Amersham Hospital as a key diagnostic centre for Buckinghamshire residents.
- 3.3 I was privileged to spend some time recently with colleagues in both our community- and hospital-based speech and language therapy teams, one of several of our services who deliver care and support to patients in these different settings.
- 3.4 This year's vaccination programme is up and running across our Trust sites for colleagues and for eligible patients, and it was great to be able to support one of our vaccinators earlier this month to help colleagues in our Emergency Department find a few minutes to receive theirs. We were also pleased to receive a letter of thanks from colleagues in NHS England South East Region commending our successful rollout of the RSV vaccination programme mentioned in my last report; my thanks and commendations again to all colleagues involved.

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

- 4.1 The colleague story this month focuses on See ME First, an important initiative that we are launching as a Trust following recommendation from our EMBRACE Network. I am grateful for all individual Board members' support for this important programme.
- 4.2 Over the last few weeks we have celebrated a number of national events including Allied Health Professionals Day and World Pharmacy Technicians Day. October is Black

History Month; my thanks to the EMBRACE Network for arranging some wonderful Diwali celebrations. October is also Freedom to Speak Up Month, and we were honoured to be joined by National Guardian, Dr Jane Chidgey-Clark who generously gave her time to speak with leaders and managers across the organisation, talking about the theme of this year's Speak Up Month, Listen Up.

- 4.3 At the end of September, we held a conference all about Appreciative Inquiry, a concept which focuses on strengths and positivity to drive collective learning, and which we are looking to build through our Board and leadership development programmes. This was a really inspiring event, and we were privileged to hear from a series of notable speakers, including Dr Chris Turner from Civility Saves Lives, and Janet Leighton, Director of Happiness at Timpson Group Ltd. Huge thanks to Amanda Mohabir and colleagues for organising the day, and to the speakers for their time and expertise.
- 4.4 Earlier this month, we celebrated outstanding colleagues from across the organisation at our Annual BHT Awards. My particular thanks to any members of the public who took the time to nominate colleagues, and to our partners at Stoke Mandeville Hospital Radio for once again supporting and broadcasting the event.
- 4.5 Finally, some congratulations to more exemplary colleagues: to [Liz Anderson, Lead Nurse for Nutrition](#), who has received the Tracy Hill Patient Champion Award 2024 by national support group, Patients on Intravenous and Naso-gastric Nutrition Treatment; and to colleagues in finance for not one but two awards at the South East Healthcare Financial Management Association (HFMA) Awards in the team and individual rising star categories.

## **Appendices**

Appendix 1 – Change NHS letter

Appendix 2 – CARE value awards

Appendix 3 – Executive Management Committee & Transformation Board



Department  
of Health &  
Social Care



Dear colleague,

**Change NHS: help build a health service fit for the future**

We all know there are big challenges facing the NHS. Our staff are working harder than ever to get services back on track, to get waiting lists down and consistently deliver the best care. Yet too often we are struggling to provide the right care, in the right place and at the right time. This is no good for patients and it is demoralising for staff.

That is why today we are launching *Change NHS: help build a health service fit for the future*: a national conversation to develop the 10-Year Health Plan.

On 12 September, Lord Darzi published his independent review of the NHS, which was intended to start an open and honest conversation about the state of our health and service and the reforms needed. The review revealed the scale of the challenge we face. Our NHS is under rising pressure; we are diagnosing ill health too late and not doing enough to prevent it in the first place. It is too hard for people to get an appointment, hospitals are overcrowded, NHS workers are overstretched, and costs are escalating.

For decades, there has been broad consensus that to overcome the challenges facing the NHS, we must focus on providing more care in the community, so hospitals are able to treat the sickest patients, make better use of technology, and do more to prevent ill health.

A different approach is needed if we are to make these crucial shifts and deliver an NHS fit for the future. So, today we are launching our national engagement exercise to develop the 10-Year Health Plan. We want the public and staff to be at the centre of reimagining the NHS, as well as experts from across the health and care landscape, like you. The changes we make must be felt in all our day-to-day lives.



Over the coming months, we want to hear from you to help co-design this Plan. We are committed to providing unprecedented levels of transparency to the policy making process and targeting those whose voices often go unheard.

There is a national portal found at [change.nhs.uk](https://change.nhs.uk) to share your experiences and ideas. There is also a QR code below that we encourage you to share with your stakeholders so that they can feed in their experiences and views.

There will be further opportunities for you and your staff to feed in your views, including a series of face-to-face all-day staff engagement events in the new year across each of the seven regions. We will shortly write out to regional directors and other representative organisations asking for help in nominating participants to attend. Our hope is that these attract a broad representation from across different staff types, care settings and communities, reflecting the diversity of our workforce. We recognise that it is difficult to release staff through this very busy period and are very grateful for your support.

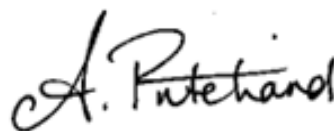
We also want to draw on existing local engagement so that the plan is truly co-produced. In November, we will provide you with a 'workshop in a box' for you to run your own events with the public, staff and stakeholders. This will include a template to capture and share insights back with us to inform the Plan.

This is a once in a generation opportunity to set the NHS on a path for the future. Thank you in advance for your support in shaping the future of healthcare.

Yours ever,

A handwritten signature in black ink that reads "Wes Streeting". The signature is written in a cursive style with a long, sweeping underline that extends to the right.

**RT HON WES STREETING MP**  
Secretary of State for Health and Social Care

A handwritten signature in black ink that reads "A. Pritchard". The signature is written in a cursive style with a large, elegant initial 'A'.

**AMANDA PRITCHARD**  
Chief Executive, NHS England

**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.

August 2024

Category	Name	Role	Nomination	Nominated by
Collaborate	Clinical Coding Team	Various	<p>I am writing to formally recognize and commend the Clinical Coding Team for their outstanding performance and unwavering commitment throughout this challenging year. Despite being understaffed due to three team members on maternity leave, a retirement, a resignation, and the lack of cover for annual leave, sickness, and mandatory Clinical Coding Training, the team has consistently met, and often exceeded, their required targets. This year has seen a dramatic increase in workload, yet the team has continually adapted, working tirelessly to explore new ways of working together to maximize efficiency and effectiveness. They have made the prioritization of Elective activity and deceased coding a key focus, ensuring minimal impact on Trust finances and the Hospital Standardized Mortality Ratio (HSMR). Despite these pressures, there has been no decrease in the quality of their work; in fact, the quality of coding has improved. The team’s ability to consistently achieve over 100% of their targets, even under these dire circumstances, speaks volumes about their dedication, teamwork, and professional integrity. They have supported one another throughout, demonstrating a strong sense of unity and collaboration. As the Head of the Department, I believe it is crucial to formally acknowledge the team's relentless effort and the significant contributions they continue to make to the Trust. Their hard work, perseverance, and commitment to excellence deserve recognition and appreciation.</p> <p>A special shout out to the managers whom we have received feedback for. They have shown exceptional caring and empathetic support. I just wanted you to know that you have the best clinical coding managers in the UK!!! They were so caring and empathetic to my needs. They have been so understanding offering mentorship and an open door when I have been struggling.</p>	Colleague
Aspire	Wycombe Day Nursery	Various	<p>As my daughter waves goodbye to her time with the Wycombe nursery team, it is time to write this message to highlight my absolute disbelief at the high level of service and care provided by the team at Wycombe Day Nursery. It is unbelievable how amazing the team is, and the all-round service provided to all children within their care. My daughter started in their care at 9 months old just coming out of the Pandemic, as you know at that time all the IPC and restrictions made the world a scary place even if working in healthcare, but the team put us at ease and allowed us to feel safe leaving our Jocelyn and for my wife, to return to work. Every morning, over the years, we have been greeted by happy, caring staff who clearly love their jobs, and this only ever encouraged us as parents over 4 years. While this</p>	Colleague

			<p>feedback is for the entire staff, I would be slightly remiss if I didn't highlight a few members of the team who I and my wife believe have had a big impact on Jocelyn (and us) leading to a very emotional day (on both sides) today: Rachel - has looked after Jocelyn through her 'bigs' year and really engaged her to develop the final skills needed for school, we have bumped into her in High Wycombe on a Saturday a few times and each time she has (when clearly doesn't have to) shown the same enthusiasm and care for Jocelyn. Nicki - When Jocelyn turned 3 and we moved house we experienced sleep regression on a level we had never known, it lasted 6 months and led to many bleary days (and nights when on call). Nicki was an absolute star and helped us to work through this with Jocelyn. Every morning a quick (how did she do) update would lead to encouragement (to Jocelyn) and continued reinforcement that we were trying to set at home. On good days this would often lead to Queen Elsa leaving gifts of stickers for her at Nursery and further positive reinforcement. We will be grateful forever, or until our 4-month-old hits it in the future. Laura - When we dropped Jocelyn off the first time, Laura (affectionally known as little Laura to Jocelyn) was there. When she moved into Middles, Laura was there. When she moved into Bigs, Laura was there. And when we waved goodbye, Laura was there. We cannot begin to understand the impact Laura has had on our daughter, and she would often spend time in the car telling us what Laura and she got up to that day. Laura has been almost a constant carer for Jocelyn over 4 years, and we cannot speak highly enough of her. She is amazing. Lorraine - Has been constantly flexible and accommodating with Jocelyn's care and provides excellent leadership. She has, from what we have experienced, a truly amazing team at the Wycombe Day Nursery. Again, the whole team are amazing, and a credit to the organisation, and we are already on the list for our youngest to attend early next year.</p>	
Respect	Respiratory Ward	Various	<p>My mother was moved from the Acute medical unit to the respiratory ward and discharged four days later. During the time of her admission the nurses who cared for her showed such care, kindness, reassurance, and respect. We also observed them taking the time to comfort and reassure other patients in the ward, who did not have any visitors at the time. The doctors and nurses made us feel very welcomed and explained my mum's condition and medical needs very thoroughly and sensitively. My mum felt very safe in this ward, during what was a very frightening time. The ward felt very calm and organised. We are so grateful for this excellent, compassionate care and would like each and every member of staff in this ward to receive our thanks.</p>	Patient relative
Enable	Subject Access Team	Various	<p>Good morning Super SAR Team. You are an excellent department. I have had multiple SARs and communications with this team over a period of the last 3 months in relation to my health records. Everyone I have spoken to or interacted with via email has been helpful, responsive, flexible, problem solving and proactive. You understood my needs and met them and my timescales. Their approach is what can we do and not what can't we do. Military ethos. This week, the SAR team dug this military veteran Royal Navy Officer out of a very deep hole. I had a Judges deadline at the Armed Forces Justice Appeal Chamber for yesterday. Which was to send the information you have previously sent me, which</p>	Patient



			I could not find which was my fault. I had emailed Ashlee yesterday morning, who was away, yet your manager clearly on the ball had picked up my email and approached the Audiology Dept (who I will also thank). I spoke to Helen, and Jane sent me the email and attachments yesterday afternoon. I have previously communicated with Ashlee (and anyone else I have forgotten) all of you are topflight with your customer service, communication, and approach to your important work.	
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## Executive Management Committee and Transformation Board

### Executive Management Committee 1 – 15 October 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	Internal audit summary report
End of Life Care strategy update	Strengthening protection for workers against sexual harassment	Monthly capital report	Corporate performance review quarterly summary
Annual summary of National Patient Safety alerts	Improving the working lives of doctors in training		
Maternity incentive scheme – Safety 4 Action compliance report	Maternity and neonatal SCORE survey report		
Pressure ulcer report	Proud to be BHT communications report		
Care Quality Commission improvement action plan	Annual self-assessment for placement providers		
Update on Health & Adult Social Care dementia review recommendations			
Further Faster programme			
Winter resilience plan			
Clinical care outreach and deteriorating patient group annual report			
Interventional radiology investigation follow up			
Operational improvement programme updates (urgent and emergency care, and planned care)			

## Approval

Medical devices outcome registry	People strategy Medicine for older people workforce plan	Alexandra House lease renewal Water and waste contract renewal Private care transition update paper Sale of Oakridge	Committee terms of reference
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## Information

Organ & Tissue Donation annual report	Monthly CARE awards		Policies ratification report Minutes of EMC sub-groups Draft agenda for next meeting
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On 8 October, EMC discussed the report into the state of the NHS in England led by Lord Darzi, and implications for the Trust strategic direction.

## Transformation Board 22 September 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 update

Strategic transformation planning

Strategic programmes quarterly update:

- Healthy communities
- Improving together
- Digital Health

## Information

Quality improvement projects on a page

Digital health maternity deep dive

Strategy development group update