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| Report to: | Public Board of Directors | Agenda item: | 22 |
| Date of Meeting: | 26 September 2018 | | |

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| Title of Report: | Chief Executive's Report |
| Status: | For Information |
| Board Sponsor: | James Scott, Chief Executive |
| Author: | Helen Perkins, Senior Executive Assistant to Chairman, Chief Executive & Medical Director |
| Appendices | Appendix 1: BSW STP Newsletter for August |

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| 1. | Executive Summary of the Report |
| The purpose of the Chief Executive's Report is to highlight key developments within the Trust which have taken place since the last Board meeting. | |

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| 2. | Recommendations (Note, Approve, Discuss) |
| The Board is asked to note the report. | |

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| 3. | Legal / Regulatory Implications |
| Not applicable | |

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| 4. | Risk (Threats or opportunities, link to a risk on the Risk Register, Board Assurance Framework etc) |
| Strategic and environmental risks are considered by the Board on a regular basis and key items are reported through this report. | |

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| 5. | Resources Implications (Financial / staffing) |
| Not applicable | |

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| 6. | Equality and Diversity |
| Not applicable | |

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| 7. | References to previous reports |
| The Chief Executive submits a report to every Board of Directors meeting. | |

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| 8. | Freedom of Information |
| Public | |

CHIEF EXECUTIVE'S REPORT

1.1 Government's Preparations for No-deal Brexit Planning

The Secretary of State and Social Care, Matt Hancock MP, wrote to Chief Executives on 23rd August 2018 informing all Trusts, CCGs and other organisations in the NHS about the Government's preparations in response to EU Exit, including in the event that the UK leaves the EU without a deal in March 2019.

The letter covers the Government's plans in relation to the continuity of supply of medicines and other preparatory work that is taking place. The Department of Health & Social Care has also published letters to the pharmaceutical industry and suppliers of medical devices and clinical consumables, which provides details on how the Government will support pharmaceutical companies in ensuring continuity in the supply of medicines after EU Exit. A copy of the letter can be found via

<https://www.gov.uk/government/news/matt-hancock-writes-to-health-and-care-system-on-no-deal-brex-it-planning>

1.2 BaNES, Swindon & Wiltshire (BSW) Sustainability & Transformation Partnership (STP)

The BSW STP has published its August issue of their newsletter which provides a regular update for both external and internal audiences on positive news and developments from across the STP. A copy of the newsletter can be found at Appendix 1.

1.3 RUH Shortlisted for Three National Awards

Three pioneering projects from the Trust have been shortlisted as Health Service Journal (HSJ) Award finalists which celebrate excellence and innovations throughout the health service. Dr Lesley Jordan, Consultant Anaesthetist and Patient Safety Lead and her team have been shortlisted for two awards – one for introducing screening tools to identify patients at risk of sepsis and acute kidney injury (AKI) and a second nomination for establishing a national quality improvement training programme for staff at the RUH. Staff from our Project SEARCH team were also recognised in the Widening Participation category. Project SEARCH is a one year course supported by the Trust that helps students with learning disabilities to gain work experience and find jobs.

1.4 Topping Out Ceremony at RNHRD and Therapies Centre

Benefactor Christina Brownsword carried out the building trade's 'topping out' tradition of laying the final piece of concrete to the roof of the new RNHRD & Therapies Centre on 4th July 2018. Work is now concentrating on the interior detail of the building, which is due to be completed in June 2019.

Work is also underway to transfer our specialist Maxillofacial Surgery and Orthodontic department to a new purpose-built home in the main body of the RUH, providing a 'Centre of Excellence' for treatment of conditions including cancer, malignant disease of the jaw and orthodontics. The new unit is due to open in early 2019.

1.5 Naming of Pathology Laboratory

The recently-built Pathology Laboratory at the Trust has now been officially named – in honour of the great 18th century scientist, astronomer and musician William Herschel. The Herschel Building naming ceremony was conducted by Francis Ring, retired University Professor and Vice Chairman of the William Herschel Society, who also unveiled a portrait of William Herschel donated by the Society.

1.6 Parkinson's Disease Patient Care Research Grant

Dr Emily Henderson, a Geriatrician at the Trust, will lead on a €10m international trial to evaluate a new model of care to improve the quality of life for people living with Parkinson's Disease. The grant will be conducted in collaboration with the University of Bristol and Radboud University Medical Centre in the Netherlands, and will see the implementation of a new integrated care model designed specifically for people with Parkinson's disease across two health hubs – here in Bath and Nijmegen in the Netherlands. The five year trial will recruit around 1000 patients from the RUH catchment area, to study ways of reorganising the way in which we structure care to bridge the gap between care providers and targeting care based on people's needs.

1.7 Opening of New Radiology Department

The Trust recently celebrated the official opening of its new and upgraded Radiology department. The department now has six new or refurbished MRI and CT scanners as well as X-ray and ultrasound facilities. It also has a PET-CT scanner used in the detection and diagnosis of cancer and dementia, which was installed in 2016. There are also larger and improved waiting areas for patients. It follows a five-year, £7.5m investment programme by the RUH, to make the Radiology Department among the most modern and best-equipped in the South West.

1.8 Update on RUH Membership

As at 18th September 2018, 11,776 public Members have signed up to support the RUH NHS Foundation Trust. Together with staff members we now have over 17,850 Members. We are always actively seeking new members to help us shape the future of the hospital and as a member of the Trust you can influence many aspects of the healthcare we provide.

By becoming a Member, our staff, patients and local community are given the opportunity to influence how the hospital is run and the services that it provides. Membership is completely free and offers three different levels of involvement. Through the Council of Governors, Members are given a greater say in the development of the hospital and can have a direct influence in the development of services.

1.9 Caring for You

At our most recent Caring for You event members discovered the most common, but important urological conditions that men can face. Mr Jaspal Phull, Consultant Urological Surgeon, led the presentation to an audience in excess of 80.

Our next Caring for You event will focus on Women's Health and will be taking place on 13th November 2018. The event will focus on common, but important, gynaecological conditions that women can face. Places must be booked, so please contact the Membership Office on 01225 821262 or via email at RUHmembership@nhs.net.

1.10 Governor Constituency Meetings

Our Governors have been working hard to organise constituency meetings for remaining months left in the year. These very successful meetings have been running for a few years now and offer a fantastic way for local people to meet their Governors and find out information about the RUH. The meetings follow a regular format of an introduction from the Governors, an update from an Executive Director on RUH developments and a focus on an interesting topic suggested by members. Attendees are also given the opportunity to participate in focus groups and/or question and answer sessions to help us learn from patient feedback so that we can improve our services.

Places must be booked so for more information or to book your place please contact the Membership Office on 01225 821262, or email RUHmembership@nhs.net

| Date | Location | Time |
|---------------------------|--|---|
| 3 rd October | Bath Royal Literary and Scientific Institution 16-18 Queen Square Bath BA1 2HN | 2.00pm – 4:00pm (tea and coffee from 1.30pm) |
| 10 th October | Neeld Community and Arts Centre High St Chippenham SN15 3ER | 2.00pm- 4.00pm (tea and coffee from 1.30pm) |
| 15 th October | Mendip District Council Cannard's Grave Road Shepton Mallet BA4 5BT | 6.00pm- 8.00pm (tea and coffee from 5.30pm) |
| 22 nd November | Chipping Sodbury Town Hall 57-59 Broad Street Chipping Sodbury Bristol, BS37 6AD | 2.00pm- 4.00pm (tea and coffee from 1.30pm) |

1.11 Annual General Meeting

Our seventh Annual General Meeting combined with our Annual Members Meeting will be taking place on 26th September 2018 in the Assembly Rooms, Bennett Street, Bath, BA1 2QU.

At this year's meeting attendees will hear from key speakers on how the Trust has performed – its activities, challenges and achievements over the last financial year. There will be a presentation of the Annual Report and Accounts and the Trust will outline its plans for the year ahead.

Dr Andrea Phillips, Consultant Radiologist and Clinical Lead for Radiology, will give details of the Trust's investment in a major improvement programme that is making the Radiology Department among the most modern and best-equipped in the South West. New and upgraded scanners have been installed and waiting areas for patients expanded and refurbished.

The meeting is open to all members of the public who are asked to share their views with us and participate in learning more about the activities of the Trust so please do invite friends to come along but please make sure you book them a place as well as your own.

Tea, coffee and biscuits will be available from 5:00pm when members will have the opportunity to look at a number of information stands set up to explain our future plans and other key areas of activity taking place at the hospital. Staff and Governors will also be available to answer any questions you may. The main meeting will begin at 5:45pm. Places must be booked, so to please contact the Membership Office on 01225 821262.

1.12 Senior Management Appointments

Following an interview and assessment process on 18th July 2018, Nicky Ashton has been appointed to the post of Divisional Manager, Surgery and commenced this role on 19th July 2018.

Dr Richard Graham was appointed to the post of Deputy Medical Director following an interview assessment process on 4th July 2018. Dr Graham commenced this role on 20th August 2018.

Our substantive Director of Nursing and Midwifery, Helen Blanchard, joined North Bristol NHS Trust as their Director of Nursing on 1st July initially for a three month secondment. This secondment has been extended for a further six months and Helen has therefore taken the decision to resign from her role at the RUH with effect from the end of September. Lisa Cheek will continue to act into the role of Director of Nursing and Midwifery. The Trust has advertised for this position.

Francesca Thompson, Chief Operating Officer, has announced her intention to retire from her post in the New Year. Francesca will remain at the Trust until the end of January 2019 and the process of recruiting to her role has already commenced.

The Trust is currently in the process of recruiting to the post of Director of Estates and Facilities with interviews due to be held in November.

1.13 Consultant Appointments

Dr Mark Robinson was appointed as Haematology Consultant on 3rd September 2018. Dr Robinson is currently a Locum Haematology Consultant at the Trust and will start in his substantive role on 2nd January 2019.

Dr Jessica Spedding and Dr Helen Stigaard-Laird were both appointed as Consultants in Emergency Medicine on 13th September 2018. They currently work as Locum Consultants at the RUH and their start dates are to be confirmed.

1.14 Trust Seal

The Trust Seal was used on 30th August 2018 for the following:

- Counterpart lease with St John's Hospital Trustee Ltd for a temporary car park;
- Intermediate building contract 2016 with Dave Lucey Ltd for alternations to the staff car park;
- Intermediate building contract with contractors design 2011 with K.P Wilton and Son Ltd for roof replacement to part of the estates building;
- JCT intermediate building contract 2016 with CW Duke and Sons Ltd for refurbishment works to facilitate the relocation and co-location of the new Oral and Maxillofacial Surgery and Orthodontics department;
- Operating agreement for childcare services at Leaping Lambs Day Nursery at the RUH;
- Lease of rooms at the RUH to Leaping Lambs Day Nursery.



New plan for BaNES, Swindon and Wiltshire underlines vision to integrate care

The BSW STP has set its sights on the future with a plan designed to underline its commitment to improve health across the region through prevention and promoting independence, improving the quality of health services and delivering value for money.

The *Delivery and Financial Recovery Plan 2018-2021*, which has been approved as a working draft by the STP sponsoring board, acts as a solid base on which to build a strong and sustainable future.

The plan outlines a number of priorities for the coming years including moving towards an integrated care model – which would see more joined up working between different parts of the health and social care system - reducing the length of time people stay in hospital and closer working between hospital trusts in Bath, Swindon and Salisbury. A clinical strategy is also currently under development.

The plan outlines a three year strategy to ensure the STP is in as strong a financial position as it possible as it faces future challenges and begins to implement and deliver its objectives.

Mike Wood, Director of Transformation at BSW STP, said the plan presented a significant opportunity to build on the solid work already carried out in developing a more joined up approach to health and care provision across the local area.

“The pressures that already exist throughout the health and care system both nationally and locally are mounting and will not be going away anytime soon.

The *Delivery and Financial Recovery Plan* represents a real step forwards in terms of addressing these pressures and sets out a clear pathway for working in a more collaborative and joined up way to solve some of the big problems we all face in terms of health and care provision, quality of service and finance. The plan is a dynamic document and will be further developed in the coming months.”

Find out more!

You can find out more about how BSW STP is working to improve health and wellbeing across the region at www.bswstp.nhs.uk

Inside this issue of **STOP PRESS**:

New leader looks to next chapter for STP

How red bags are making it easier for care home residents to get to hospital

Diabetes prevention programme helps those at risk

Mental health improvement initiative in place

New leader looks to next chapter for STP



A newly appointed leader is looking to move the BSW STP onto the next exciting chapter in its development.

Tracey Cox moves into the position of Interim Senior Responsible

Officer for BSW STP on a three day a week basis and will also continue with her position as Accountable Officer for Bath and North East Somerset CCG.

It will be Tracey's role to oversee the STP's on-going plans for local care and health organisations from BaNES, Swindon and Wiltshire to work together to improve health and well-being, transform quality of care delivery and ensure sustainable finances.

The appointment follows the departure of Chris Bown, who recently stepped down as Senior Responsible Officer for BSW STP to take over as Interim Chief Executive as Barking, Havering and Redbridge University Hospitals.

Tracey said she was delighted to be taking up her position.

"This is a crucial time in the development of joint working arrangements among NHS, local authority and health and care organisations

across BaNES, Swindon and Wiltshire with the aim of improving people's health and well-being while driving up the quality of services and delivering financial stability. We have a working draft of our *Delivery and Financial Recovery Plan* and the STP is ready to move forward to the next chapter in its development. I'm looking forward to overseeing this next exciting period.

We have a number of key priorities, in particular the transformation of services to ensure the well-being of older people, the transformation of mental health provision and a sound financial plan to ensure we can deliver savings whilst sustaining services."

The changes follow a move to strengthen the team leading the development of the STP with the recent appointments of Director of Financial Recovery Paul Goodwin and Director of Transformation Mike Wood.

The STP has also recently welcomed Shelina Jetha and Dom Hall to the team. Shelina joins as Programme Manager with an overview of multiple projects going on throughout the STP. Dom joins as Communications and Engagement Manager and will ensure stakeholders understand more about future plans for local health and care services and how they can share their views.

Mental Health improvement initiative in place throughout STP

CCGs, councils, local charities and other groups across BSW STP have been working together to help improve the mental health and wellbeing of people throughout the region.

Provided through a new Year of Mental Health initiative, the organisations will be working together to provide information and resources about the range of local services.

Cllr Vic Pritchard, BaNES Council's Cabinet Member for Health & Wellbeing, said: "It is really important that people know how to access mental health services when they need them. But we also want to move towards a more prevention-focussed approach to mental health so that people know how to improve their own mental health and how to recover during periods of mental health difficulty."



Red bags improve hospital admissions for care home residents across STP region

Care home residents in the BaNES, Swindon and Wiltshire STP area have been able to get to hospitals with all of their personal belongings, medication and care notes in one place thanks to an innovative new scheme currently being trialled.

The new Red Bag initiative means care home residents going into hospital travel with their personal belongings, medication and health notes together in one bag. The purpose-made bags can contain standardised information about a patient's general health and information about medication they are taking. They also include items such as a change of clothes for discharge, glasses, dentures, hearing aids and regular medication.

Trials of the scheme in other parts of the country found that residents with a Red Bag spent an average of four days less in hospital than patients without them and also helped save money in terms of replacing lost personal belongings.



Countdown to smoke free sites continues

Plans across BSW STP for all NHS sites within the region to become smoke free by 1 January 2019 are continuing to be put in place.

With just over four months to go before the smoking ban comes into effect, health providers across BaNES, Swindon and Wiltshire are continuing to prepare for the smoke free deadline.

The STP-wide initiative will mean staff, patients and visitors - including contractors and suppliers - will no longer be able to smoke anywhere on NHS sites, including the grounds and gardens or in vehicles and car parks.

All NHS providers Across BaNES, Swindon and Wiltshire are committed to no tobacco use on site. Many, including the Avon and Wiltshire Mental Health Partnership (AWP) NHS Trust, have already started to provide support to staff and patients to either stop smoking or manage their nicotine dependency while at work or during their stay in hospital.

"Since our policy was introduced we have seen a number of positive outcomes," said AWP's Associate Director for Nursing and Quality Alan Metherall. "Many of our service users have been able to reduce the amount they smoke as well as their reliance on cigarettes during challenging periods."

Local people taking control of diabetes thanks to prevention programme



People at risk of developing Type 2 diabetes have been grasping the opportunity to take control of their health thanks to a new support programme recently rolled out across BaNES, Swindon and Wiltshire.

The National Diabetes Prevention Programme is a free, nine-month course designed to help people become more active and enjoy a healthier way of living targeted at those at risk of developing diabetes.

Latest figures from across the region show that

over 2,700 people at risk of developing diabetes have had an initial assessment and are booked or are attending programmes in their local areas. Many attended initial assessments after being proactively invited to do so by their GP surgeries.

The programme aims to reduce the number of people developing the condition. Diabetes currently accounts for approximately 10 per cent of all NHS spending and as many as 60,000 people across the STP region are estimated to be at risk.

The new programme offers a chance to join a local group, each of which can support up to 25 people. Currently the course can be accessed by those aged 18 and over who have not already been diagnosed with diabetes, are not pregnant and are physically able to take part in the course.

More information: www.england.nhs.uk/diabetes/diabetes-prevention/

STOP PRESS: back on track

This is the first issue of *STOP PRESS* produced by the BSW STP since April, following the departure of Communications and Engagement Manager Stephanie Mounsey for a new role with Avon and Wiltshire Mental Partnership NHS Trust.

Following the appointment of Dom Hall as a new Comms and Engagement Manager, we're pleased to say that you'll once again be able to

catch up with all of the latest news and developments from around the BSW STP on a monthly basis.

"I'm delighted to be joining at such a crucial time," Dom said, "it's so important that we effectively communicate developments within the STP and I'm really looking forward to passing on news about the great work being carried out."

Tell us what you think!

We always value feedback from the people who matter: you! Get in touch with us today and let us know how you feel about the work of your STP.

Call: 07500 121720

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