

RUH Annual General Meeting

and Annual Members' Meeting

Monday 23rd September 2024

The RUH, where you matter



Welcome and Introduction

Alison Ryan,
Chair

The RUH, where you matter

Agenda

Welcome	Alison Ryan, Chair
Introduction from the Chief Executive <i>The RUH, where You Matter</i>	Cara Charles-Barks, Chief Executive
Annual Accounts and Audit Opinion Presentation of the Annual Report 23/24	Jon Lund, Interim Chief Finance Officer
Accreditation Programme	Anne Plaskitt, Senior Nurse Quality Improvement Rosie Lloyd, Matron, Neurology Sara Ferreira, Senior Sister, Helena
Maternity & Neonates - Celebrating Success	Jodie Clement, Quality and Safety Lead Midwife Kerry Perkins, Neonatal and Screening matron
RUH Staff Networks	Alfredo Thompson, Chief People Officer Jodie Schram, Deputy Divisional Director of Operations Surgery
Health Inequalities	Andrew Hollowood, Chief Medical Officer Rhiannon Hills, Director of Transformation
Governor report to Members	Vivienne Harpwood, Lead Governor
Member and Governor Table Discussions <i>Opportunity for members to engage with Governors</i>	RUH Governors
Questions to Board of Directors	Alison Ryan, Chair
Summary & Close	Alison Ryan, Chair

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Introduction from the Chief Executive

Cara Charles-Barks
Chief Executive

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Thank you for listening

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2023/24 Annual Accounts

2024 Annual General Meeting

Jon Lund, Interim Chief Finance Officer



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2023/24 At a Glance

- For the purposes of NHS England financial performance, the Group (RUH and Sulis) delivered a deficit position of £3.5m. This deficit was agreed with NHS England in advance and therefore met NHS financial objectives for the year

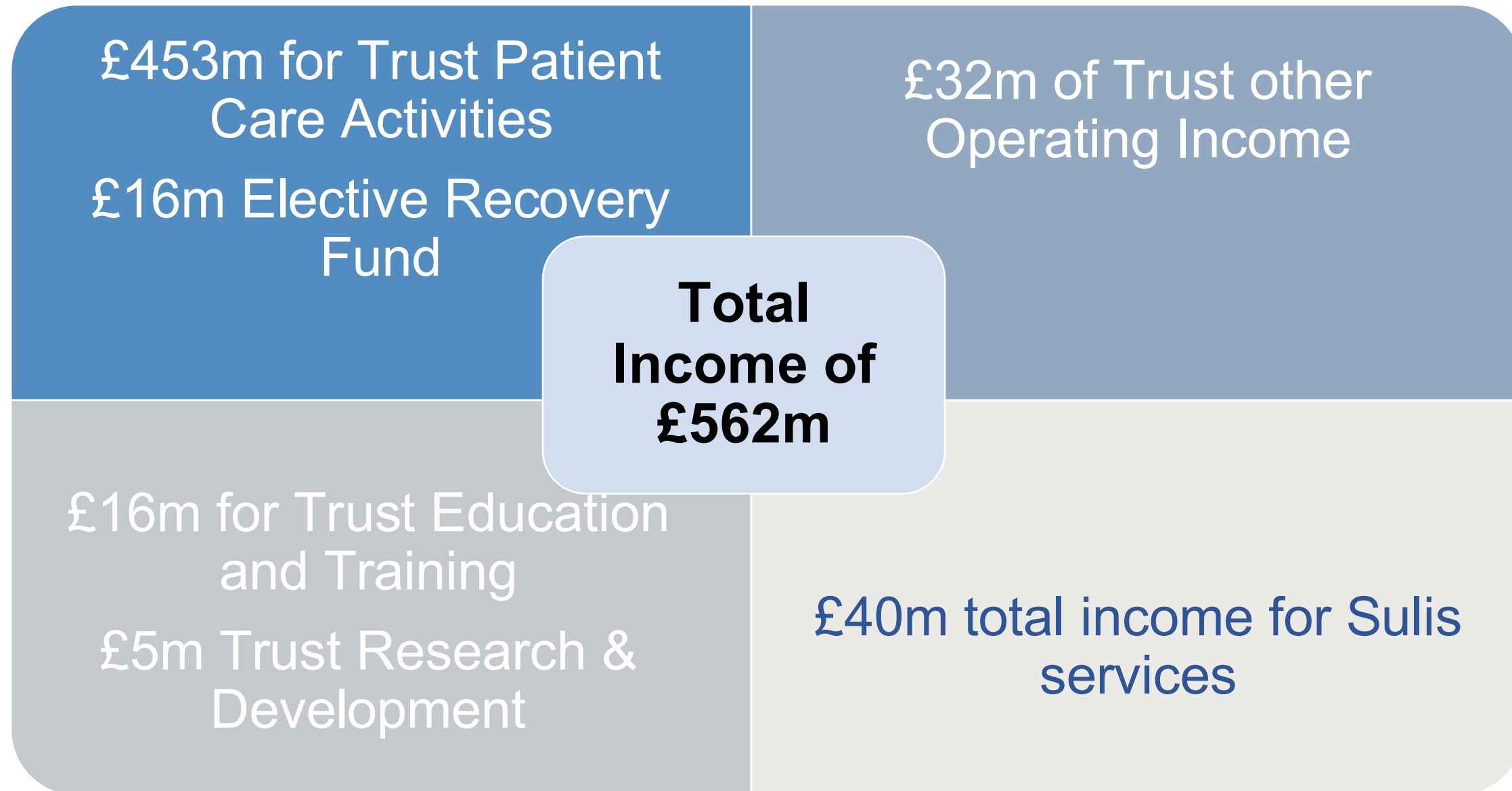
	Group Position £million
Income (including accounting adjustments)	562
Expenditure (including accounting adjustments)	-565

- We received £20.5 million of transitional funding from BSW Integrated Care Board
- We earned £15.8 million additional income for the Elective Recovery Fund (ERF)
- We invested £38.1 million of capital money in our buildings and estate
- Closing cash balance of £35 million

Reconciliation from accounts to Group Position	£million
Reported deficit in accounts as at 31/03/24 (Trust, Sulis and Charity)	-4.9
Remove impact of Charity income and expenditure	2.3
Accounting adjustments:	
Net impact of impairments	2.2
Remove capital donations	-3.2
Remove impact of centrally procured inventories	0.1
The Group deficit as at 31/03/24 (RUH and Sulis)	-3.5

Group accounts include consolidation at RUH Charities. There are also certain technical accounting adjustments that are excluded for NHS financial performance purposes, such as income for donated assets

2023/24 Operating income



2023/24 Operating Expenditure

£363m on pay costs.
(Trust £343m, Sulis £20m)



64%

£56m on drugs expenditure
(Trust £55m, Sulis £1m)

£59m on clinical supplies
(Trust £51m, Sulis £8m)



**Total
Expenditure
of £565m**

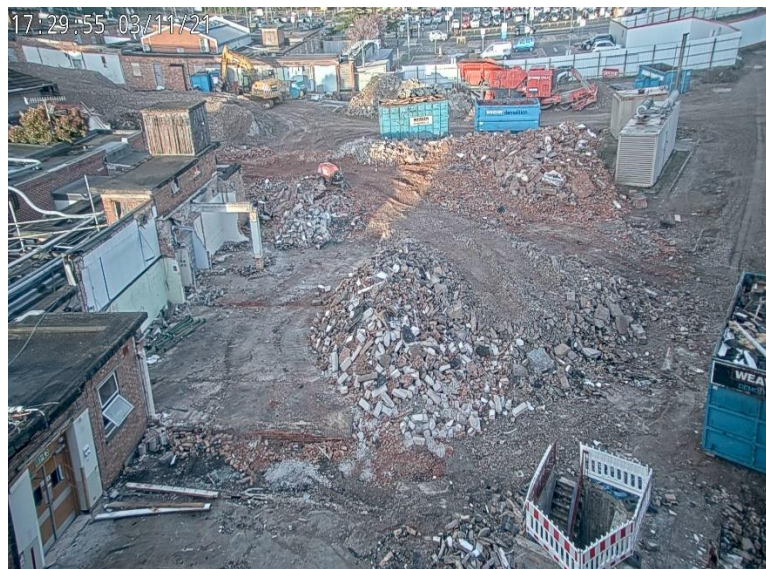
£68m on other
costs (Trust £49m, Sulis £19m)
£19m on the running of the
estate.
(£15m Trust, £4m Sulis)

**£39m total expenditure in
Sulis**

2023/24 Capital Expenditure

Capital Spend £38.1 million included:

- £6.6 million on the Cancer Centre
- Estate redevelopment schemes £6.2 million
- Medical equipment £6.7 million
- Diagnostic equipment at Sulis £8.1 million
- Digital programme £5.3 million
- £1.2 million to support additional bed capacity



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Looking Forward – 2024/25 and Onwards

The **people** in our community

Delivering a safe and sustainable service for our patients,
making best use of available resources

- Return to a sustainable financial position, collaborating across BSW Integrated Care System. £36.6m savings planned for 24/25
- Embed a culture of innovation, continuous improvement and spending our money wisely
- Capital funding remains a significant pressure

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Delivering a safe and sustainable service for our patients, making best use of available resources



Enhanced Controls

Vacancy Control & Approval Panels

Sharing & understanding risk

Encouraging alternatives

Standardising payment & costing arrangements

Minimising Discretionary Spend

Greater oversight by Integrated Care System and NHS England



Improvement Programme

Clinical Operational Service Transformation Board – chaired by COO and Deputy CMO

Theatre Productivity

Outpatient Productivity

Alternative care models

Paybill Reduction Board – chaired by CPO

Cost Control/ Commercial Opportunities – chaired by CFO



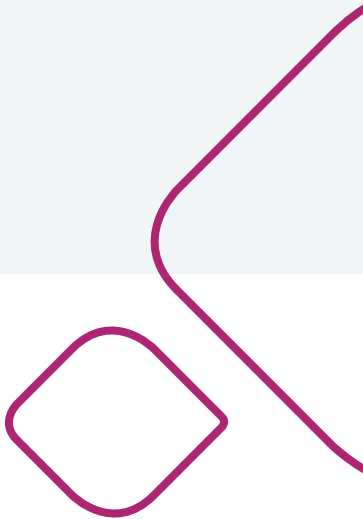
Transformation

Digital Programme

Community Services

Acute Hospitals Alliance

- Electronic Patient Record
- Sulis Elective Orthopaedic Centre & CDC
- Clinical Services Review incl Fragile Services
- Corporate Services Redesign





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Excellent Care at Every Level (ExCEL) Accreditation Programme

Anne Plaskitt: Senior Nurse, Quality Improvement

Rosie Lloyd: Matron, Neurology

Sara Ferreira: Senior Sister, Helena

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EXCEL Programme

Excellent Care at Every Level

What is Accreditation ?

Development of a set of standards so that areas for improvement can be identified and areas of excellence celebrated.

Experience shows accreditation programmes can drive continuous improvement in patient outcomes as well as increase patient satisfaction and staff experience.

NHS England 2019



Aim is to:

- Measure the quality and safety of services in Wards and Outpatients
- Recognise and celebrate high standards and excellence of care
- Identify areas for improvement
- Reduce variation in practice
- Driver and enabler of quality improvement
- Provide assurance that Care Quality Commission (CQC) standards are being met

ExCEL

Accreditation Programme

Safe

Coordination of care e.g. Handover, Safety Briefings, White Board rounds, Safety events e.g. Infection Control, Pressure Ulcers, Safeguarding and Vulnerable Patients

Caring

Patient, Family and Carer Experience, Friends and Family test, Complaints, Mental Health and Mental Capacity

Effective

Audits and measurements e.g. Documentation, Environment, Nutrition and Hydration; Practice e.g. hand hygiene, mealtime observations

Responsive

Privacy and Dignity; Patient Discharge process; Doctors rounds, Improvement huddles; Sustainability

Well led

Freedom to Speak Up; Information Governance; Health Inequalities; Research; Staff and Roster management; Staff Training; Appraisals

Performance data

Unannounced observations by Clinical & Non-clinical observers including Staff or Public Governor or Non-Executive Directors

Patient, Family and Carer Experience

Staff Experience and Knowledge

Culture Survey



Improvement Huddles Assessment



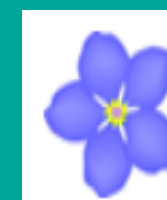
Sustainability Assessment



Multidisciplinary Portfolio Presentation to Chief Nursing Officer, Chief Medical Officer and Non-Executive Director

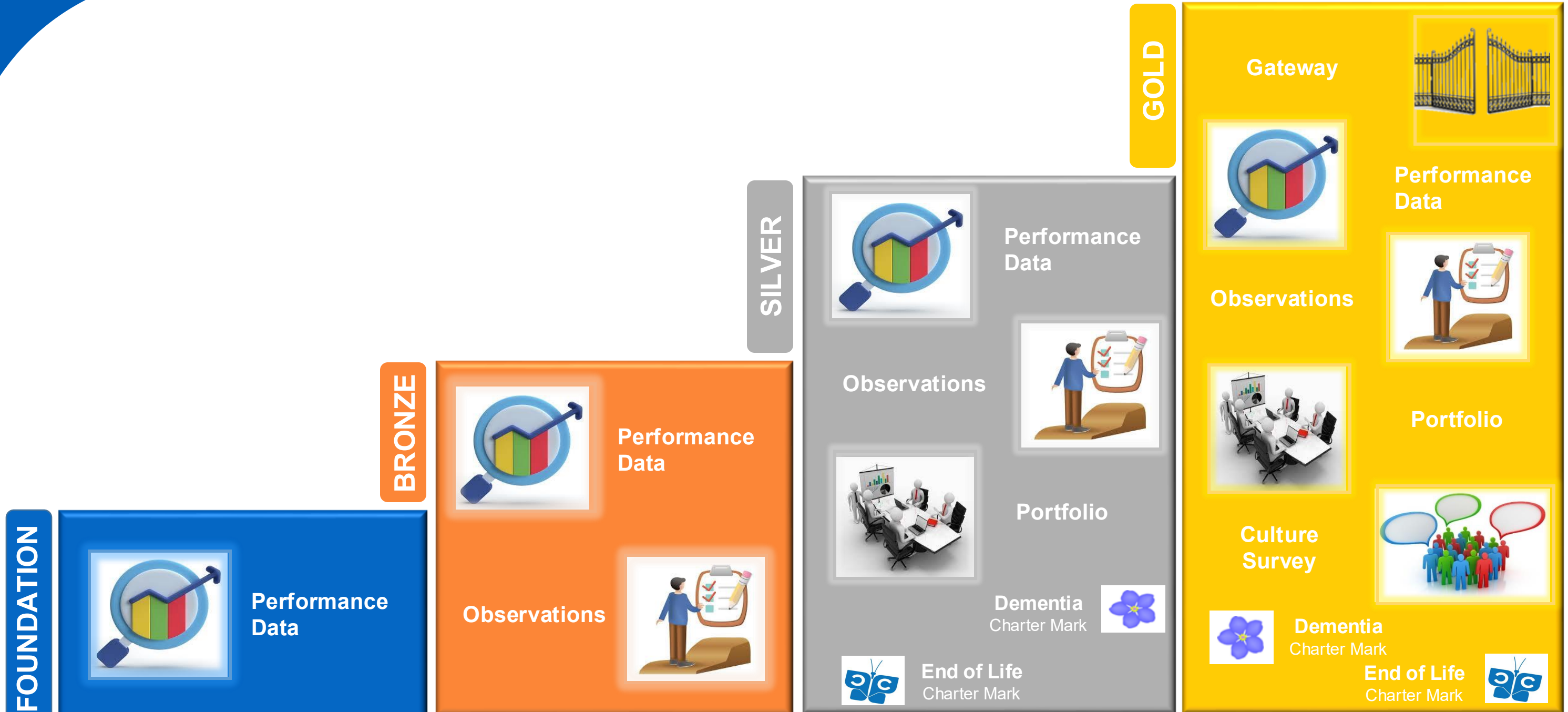


Dementia Charter Mark Observations and data



End of life Charter Mark Observations and data

Accreditation Levels



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Wards

Outpatients



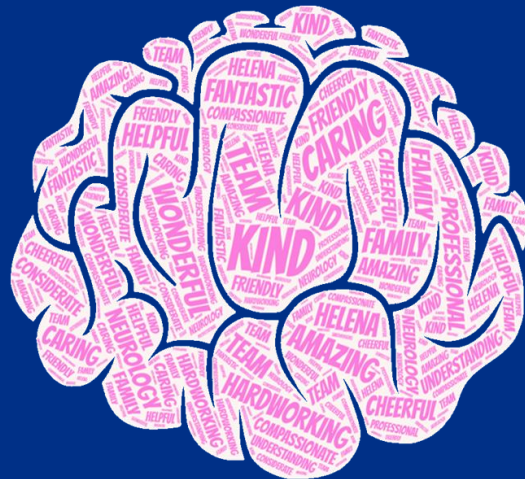
Helena Ward - First GOLD ward



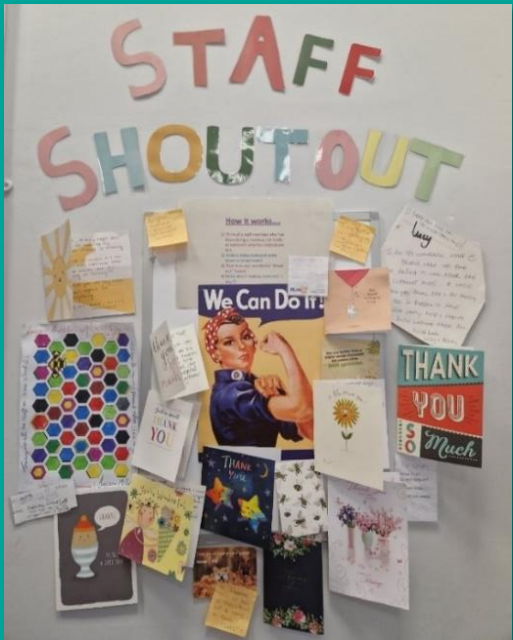
Cohesive and collaborative Multidisciplinary Team



Patient centred care inclusive to family and carers



Celebrating Staff



Staff development



Ranked 1st nationally within
Neurology for doctors in
training GMC 2022



MDT Neurology Study Days



Diverse and inclusive team



**Consistently strive to
reduce harm to patients**



**10 years of no
pressure ulcers**



**Consistently performing
in the top 3 wards for
medicine scanning
compliance**

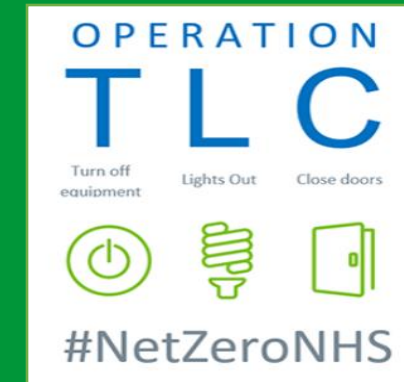


**Lowest number of
hospital acquired C
Diff infections**

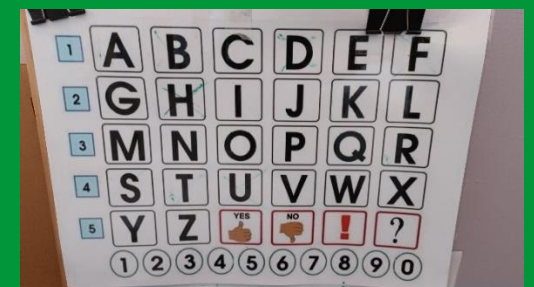


**Continuously learning
from incidents**

Sustainability



**Recognising health
inequalities**





Thank you for listening





Thank you for listening

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Maternity and Neonates Celebrating success!!

#hello my name is...

Jodie Clement

Quality and Safety lead

#hello my name is...

Kerry Perkins

Matron – Maternity and Neonates

September 2024



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A BIT ABOUT US...

The RUH maternity service provide care to c.4,700 women a year providing the following facilities:

- **Obstetric-led unit**
- **2 Community birth centres**
- **2 Community maternity units**
- **Inpatient ward**
- **5 bedded 24-hour maternity triage unit**
- **3 bedded Day Assessment Unit**

- **Neonatal unit, Level 2 – 21 cots**
- **Transitional Care Pathway**



Royal United Hospitals Bath
Combe Park, Bath



Community birth centres
Chippenham
Frome



Community maternity units
Trowbridge
Paulton

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CQC visit - 2023

- CQC carried out inspections nationally over several years
- Challenge regionally as majority of units graded inadequate or requires improvement
- The CQC carried out an announced focused inspection of the RUH maternity services In November 2023
- The inspection covered the Safe and Well led Key Lines of Enquiry (KLOE)
- The Maternity services retained their 'Outstanding' rating
- No 'Must do' actions and seven 'Should do' actions
- RUH's maternity service in the top three per cent of the country
- How did we do it?



Compassionate
Culture

Shared Purpose

Autonomy

Accountability

Collaboration

Obstetric Clinical leadership

- Obstetric clinical lead with dedicated time
- Ownership and flattened hierarchy
- Accessible and visible
- Role model to teams



Culture and Leadership

- Strong foundation
- Leading with kindness
- Always listening – even if difficult to hear
- Value each member
- Maternity/Neonatal communication strategy
- Speaking up – safe space
- Professional curiosity

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MATERNITY AND NEONATAL COMMUNICATION PLAN

8 STEPS TO BETTER ENGAGEMENT

- 1) TIME TO TALK**
Regular team meetings
Team meetings - prioritise time to talk
PMA - Allocated time to spend with PMA
Safety Champion listening events
- 2) WELCOME TO RUH**
 - Supportive 6-week induction and orientation programme
 - 1:1 support and regular check ins from the Retention Team
 - RUH Welcome pack and goody bag
- 3) WALK AND TALK SESSIONS**
 - Walkabout visit by senior team - acute and community settings
 - DOM "go see" visits
- 4) HOST LIVE MATERNITY AND NEONATAL FORUM- Q&A**
23/11/2023 11-12
 - Quarterly Maternity/neonatal update forums - variable times/days
 - Q&A sessions with senior leadership team
- 5) CANVAS TEAM OPINIONS**
 - Create more opportunities for feedback - survey monkey/ questionnaires
 - 1:1 team leaders
 - New focus on B6 and B7 retention/ wellbeing
- 6) SHARING LEARNING**
 - Communication Boards
 - Newsletter - safety catch
 - Social Media platforms
- 7) SENIOR LEADERS - ALLOCATED TIME**
 - Designated confidential time to meet with the senior leaders - caitlin.ashman@nhs.net to book session with Zita or Sarah
- 8) REGULAR STAFF UPDATES**
 - Service changes
 - Recruitment
 - Governance
 - Safety aspects
 - Experience

Recruitment and Retention

Stages to Effective Recruitment and Retention

A smooth recruitment process with clear communication prior to starting



Proactive Mental Health and Wellbeing Support



A kind, inclusive and diverse workforce



A supportive and well-planned induction and orientation programme with adequate supernumerary time



Supportive and visible management with a passion to continually recognise and reward staff



Proactive future workforce planning



Robust preceptorship package for NQ staff with continued early careers support



Investment into CPD for all staff members, allowing time and encouragement for training



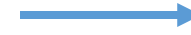
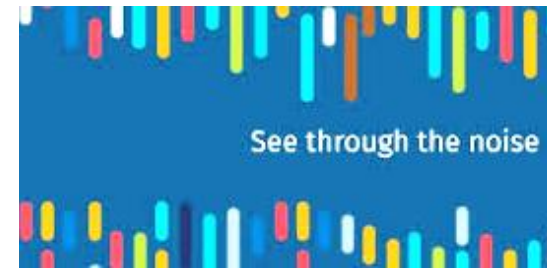
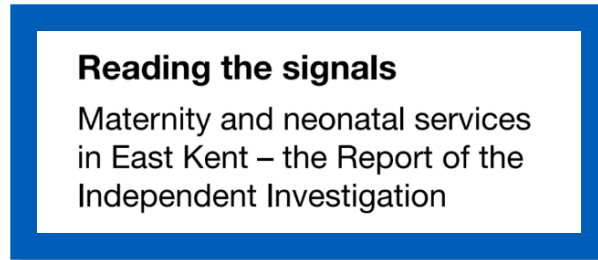
Flexible working opportunities for all staff, acknowledging needs at different stages in career



Regular staff engagement and feedback opportunities followed by communication on how we propose to act on findings



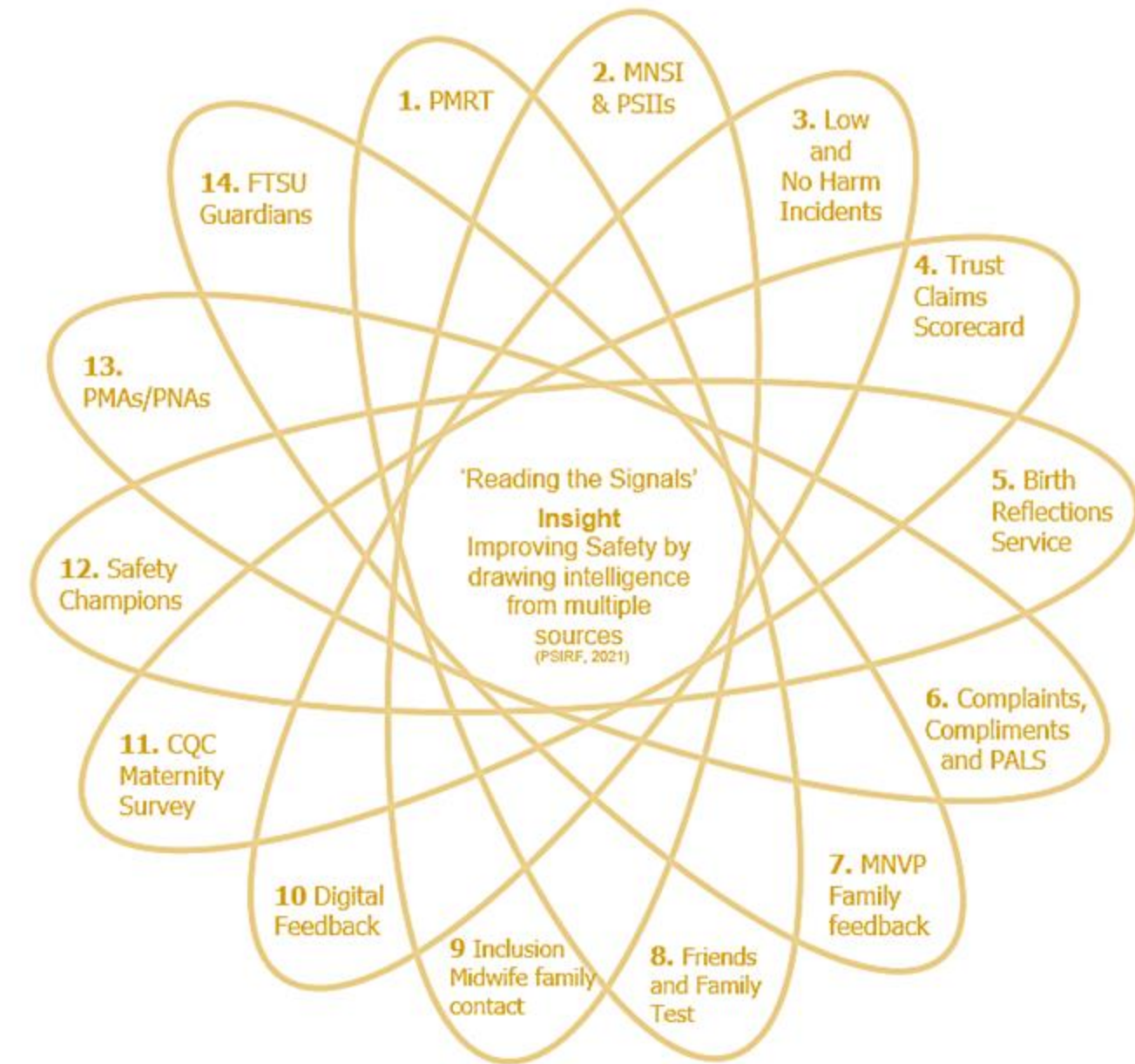
Triangulation of feedback = Insight



Problem sensing with professional curiosity to identify areas of focus and improvement for both the safety and experience of women and families. Continually driving for improvement through collaborative working

24/25 Safety Priorities for Quality Improvement

- Intermittent Auscultation
- Information provision for informed consent
- Improving patient experience in the immediate postnatal period
- Separation of Day Assessment unit and Triage



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Sharing our Journey



In the KUH, where you matter



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RUH Staff Networks

Building engagement for change

Alfredo Thompson, Chief People Officer
& Colleagues

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Developing RUH Staff Networks

2024



Strategic Objective:

To be in the top 3 employers in the country for colleagues recommending the RUH as a place to work

Breakthrough Goal (the People We Work With):

To reduce discrimination experienced from managers, colleagues and members of the public

Some of our achievements:

- ✓ Significant increases in Global Majority colleagues attaining Band 6 and above roles
- ✓ Clearer insights into our culture and faster removal of barriers
- ✓ Launch of RUH Anti-Racist Programme
- ✓ Celebration and awareness raising of diversity and difference
- ✓ Reduced Gender Pay Gap



Our Staff Networks & Support Groups



LGBTQ+ Network




Armed Forces Network



Women's Network



REACH Network



Enable Network



Men's Network



Period Dramas Support Group



Menopause Support Group



Safe, inclusive and supportive spaces for colleagues to meet and make change happen

Staff Networks support recognition, celebration and calls to action





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Health Inequalities

2024 Annual General Meeting

Rhiannon Hills, Director of Transformation

Veronica Kuperman, Health Inequalities Lead



Our vision

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Our people groups and our goals

The **people** we care for

- Connecting with you, helping you feel safe, cared about and always welcome
- Consistently delivering the highest quality care and outcomes
- Communicating well, listening and acting on what matters most to you

The **people** we work with

- Demonstrating our shared values with kindness, civility and respect all day every day
- Taking care of and investing in teams, training and facilities to maximise our potential
- Celebrating our diversity and passion to make a difference

The **people** in our community

- Working with partners to make the most of shared resources to plan wisely for future needs
- Taking positive action to reduce health inequalities
- Creating a community that promotes the wellbeing of our people and environment

How we will deliver

Everyone
Working Matters
Together
Making a
Difference

Our values

Improving
Together

Our improvement system



Our enabling initiatives

The RUH as an Anchor Organisation

Taking positive and proactive action to reduce Health Inequalities

The RUH can play a key role preparing and supporting people in our community with the rapidly advancing digitalisation of healthcare

Closing the Gap

Digital

Divide

24% of those are not in employment

48% have no formal qualifications

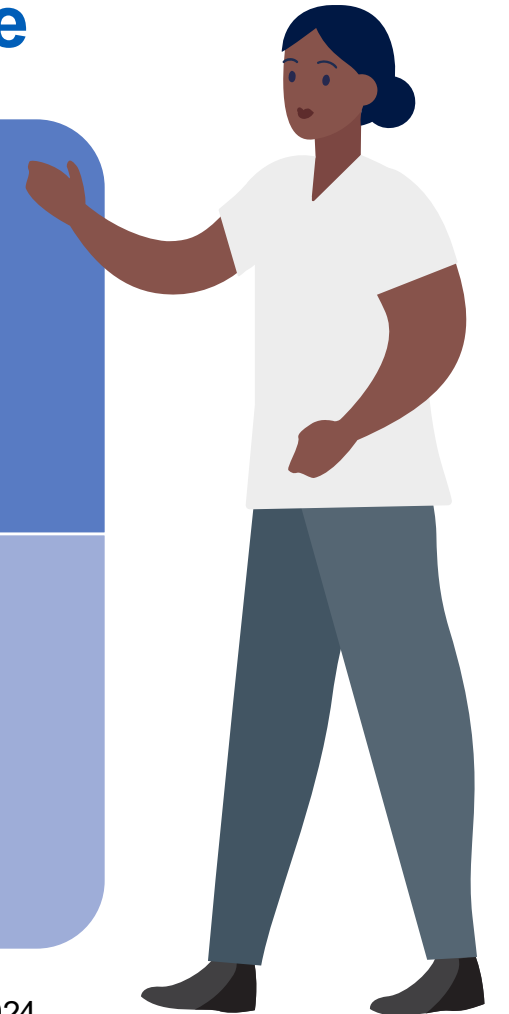
8.5 million people in the UK lack basic digital skills

25% live with a disability or health condition

37% are over 65

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Source: Good Things Foundation. Digital Nation UK 2024



Mitigating Against Digital Exclusion

Celebrating progress, not leaving anyone behind

Case Study: DrDoctor was launched in November 2023



Patient Portal

Easy-to-navigate interface with appointment information and guidance.



Notifications

Configurable appointment confirmations / reminders to reduce DNA rates.



Digital Letters

Integrated mail system to save costs and ensure accessible information.



Broadcast Message

Rapid communication to individuals or cohorts. Non-integrated, customizable messaging.



Overall estimated impact since launch



£366K

Trust savings from prevented DNA



2,439

Additional outpatient attendances as result of DNA reduction

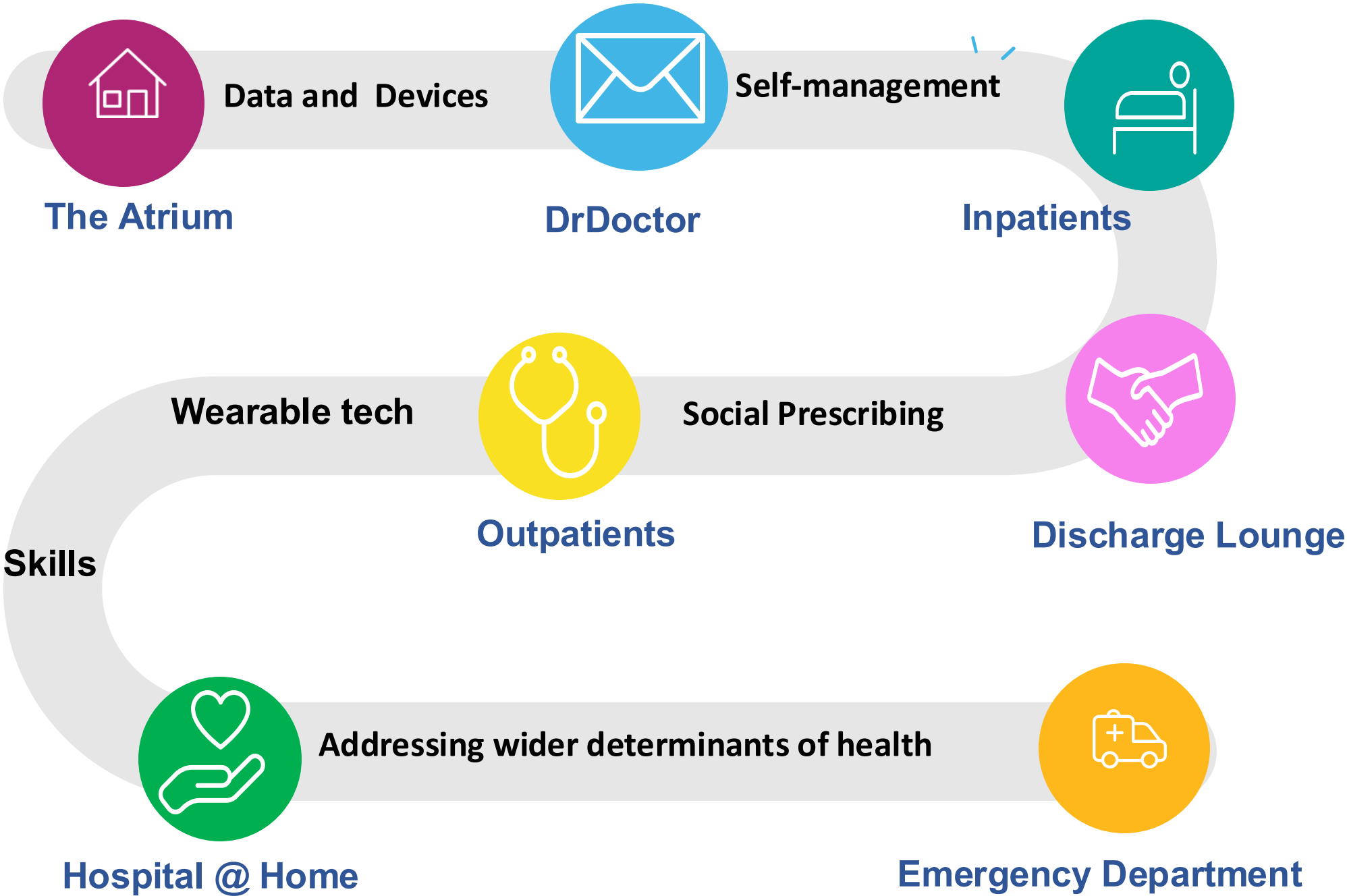
The Digital Inclusion service launched in September 2024.

- The team will support the DrDoctor project management team analysing data related to missed appointment to ensure that the digitalisation of our comms doesn't have a negative impact on patients' access to care.
- The team will contact patients to explore and address barriers to attending appointments.

Enhanced **Digital** Inclusion Offer

Launched
September
2024

One of the
only Trusts
in the
country



The **people** in our community

Other Areas of Work




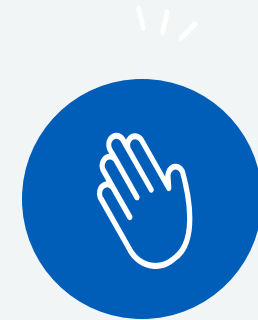
Training and Awareness

Health Inequalities
The role of the Wider Determinants
Community Resources
Personalised Care
Data



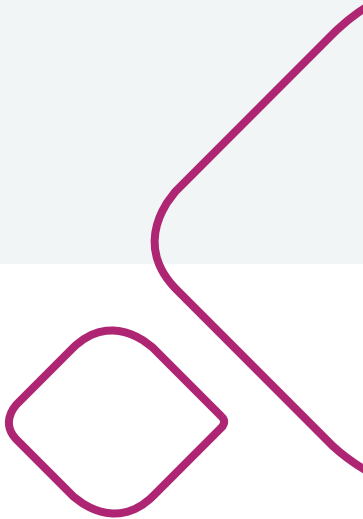
Preventative Programmes

Treating Tobacco Dependency
Health Coaches
Reactive  Proactive
Anchor Role



Leadership and Accountability

Health Inequalities Lead
Health Inequalities Steering Group
Governance
Partnership



Thank you for listening



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Governor Report to Members

Vivienne Harpwood, Lead
Governor

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What do Governors do?

- Represent your interests and views and listen to your concerns
- Hold Non-Executive Directors to account for the performance of the Board of Directors
- Help to shape the way the RUH's services are delivered
- Keep you updated on the latest developments at the hospital
- Provide a direct link between the RUH and the community it serves
- Appoint and re-appoint the Chair and Non-Executive Directors

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What did we achieve in 2022/23?

- Approved the Deputy Lead Governor appointment process and appointed Nick Gamble, Public Governor as Deputy Lead Governor
- Approved amendments to the Council of Governors Terms of Reference.
- Approved the content of the Chair's appraisal and suggested objectives.
- Approved the reappointment of Antony Durbacz, Non – Executive Director from 1 November 2023 to 31 October 2026.
- Approved the reappointment of Nigel Stevens, Non – Executive Director for a further 12-month term of office.
- Approved the RUH Anti – Racist Statement.
- Approved the appointment of the Trust's External Auditors.

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What does the future hold?

- We will continue to work proactively towards the group model.
- We are relaunching our popular Caring for You events
- We will be looking to increase our outreach and engagement in the local community
- We will be inputting member views into the 2024/25 business plan

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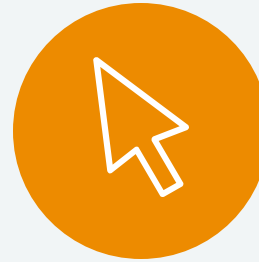


How can you contact your Governors?



Telephone

01225 826288 / 821262



Email

RUHmembership@nhs.net



Post

Freepost RSLZ-GHKG-UKKL

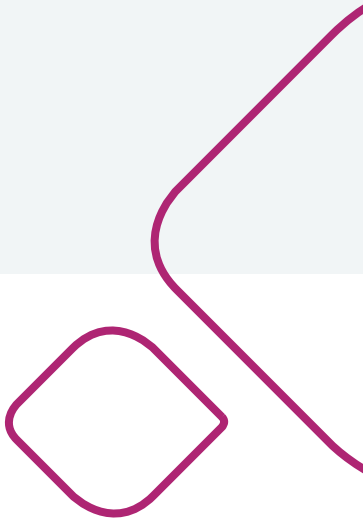
Membership Office

Royal United Hospital Bath NHS Trust

Combe Park

Bath

BA1 3NG



Your feedback

Your Governors are here to represent your views and interests, and we need to hear what you think to make sure that the RUH meets the needs of the local community. Our question to you tonight is:

“ We have made a commitment to create a future where everyone matters and as a main provider of healthcare services and one of the largest employers in Bath & North East Somerset, our aim is to deliver healthcare services that are appropriate to everyone’s needs. What is your perception around our services for different groups of people? How well are we living up to this for our patients? ”

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Thank you for listening

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Questions to the Board of Directors

Alison Ryan
Chair

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Thank You

Alison Ryan
Chair

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Royal United Hospitals Bath
NHS Foundation Trust

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