

RUH Annual General Meeting and Annual Members' Meeting

Thursday 25 September 2025

The RUH, where you matter



The AGM will begin shortly

- Your microphone and camera will be automatically switched off
- Please submit any questions in the Q&A box, at any time during the session – you can find this in the top right corner of your screen
- We will group these questions and share them with the Executives to answer throughout the session

Agenda

Welcome	Liam Coleman, Chair
Introduction from the BSW Hospitals Group Chief Executive <i>The RUH, where You Matter</i>	Cara Charles-Barks, BSW Hospitals Group Chief Executive
Presentation of the Annual Report and Accounts 24/25	Jon Lund, Director of Operational Finance
Summary of the Quality Account	Toni Lynch, Chief Nursing Officer
Same Day Emergency Care	Kheelna Bavalia, Interim Chief Medical Officer
Annual Members' Meeting	
Governor report to Members	Vivienne Harpwood, Lead Governor
Questions to Board of Directors	Liam Coleman, Chair
Summary & Close	Liam Coleman, Chair

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Introduction from the Chief Executive

Cara Charles-Barks
Chief Executive

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Board of Directors

Meet our Executive Directors



Cara Charles-Barks
Chief Executive



John Palmer
Managing Director



Toni Lynch
Chief Nursing Officer



Kheelna Bavalia
Interim Chief Medical Officer



Simon Wade
Interim Chief Financial Officer



Bernie Bluhm
Acting Chief Operating Officer



Joss Foster
Chief Strategic Officer



Alfredo Thompson
Chief People Officer



Jonathan Hinchliffe
Chief Transformation and
Innovation Officer (Interim)

Find out more
about our Board
of Directors on
our website
RUH.nhs.uk

Board of Directors

Meet our Chair and Non-Executive Directors



Liam Coleman
Interim Chair



Sumita Hutchinson
Interim Vice-Chair



Simon Harrod
Non-Executive Director



Anthony Durbacz
Non-Executive Director

Find out more
about our Board of
Directors on our
website

RUH.nhs.uk



Joy Luxford
Non-Executive Director



Paul Fairhurst
Non-Executive Director



Hannah Morley
Non-Executive Director



The RUH, where **you** matter

The people **we work with**

Together, we will create the conditions to perform at our best.

People are at the heart of all that we do...



The people **we care for**

Together, we will support you as and when you need us most.

The people **in our community**

Together, we will create one of the healthiest places to live and work.



Our improvement system:

Improving Together

Our values:

Everyone Matters

Working Together

Making a Difference

Breakthrough Objectives in 2024/25

In 2024/25 the Trust chose the following four breakthrough objectives:

- Why not home, why not now? Reducing inpatient non elective length of stay.
- Reducing the number of staff reporting they experience discrimination at work from their manager.
- Making the best use of available resources, demonstrated by the delivery of the financial plan.
- Enabling breakthrough objective, 'we improve together to make a difference' measured by the adoption of the tools, routines and behaviours of Improving Together.

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Improving Together in 2024/25

Improving Together is our operational management system and approach to continuous improvement. Along with our Trust values, it sets the cultural tone and provides the structure for how teams work and improve together.

In the 2024 National NHS Staff Survey:

75% of staff feel able to make suggestions to improve the work of their department, 5% above the national average.

73% of staff feel they have a set of shared objectives.

6.7/10 of staff feel they have a voice that counts, this is above the national average.

"I believe Improving Together has added great value to our team since we have gone live with the boards. We have engagement from all staff which is improving week-on-week" RUH Staff Nurse

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Breakthrough Objectives in 2024/25

- ✔ **Length of Stay** - Whilst an overall reduction in non-elective length of stay was not achieved, there have been significant improvements at ward level.
- ✔ **Reduce Discrimination** - The organisation continues to see a gradually improving picture of reducing bullying and harassment from managers, colleagues and members of the public.
- ✔ **Deliver the Financial plan** - The Trust ended the year with a deficit of £4.2m. This deficit was in line with the financial forecast agreed with NHS England. In reaching this position the Trust delivered £32.8m of savings through its Improvement Programme. This was 89.5% of target and a far higher level than achieved in previous years.
- ✔ **Improving Together** - In March 2025, we achieved the target of 95% (126) of teams running regular improvement huddles.



The **people** we care for

Vulnerable People Strategy launched

- We launched our Vulnerable People Strategy, which sets out how we will ensure that all vulnerable people receive the right care, in the right place, at the right time.
- Co-produced strategy, with the people we care for and their families/carers, the people we work with, and the people in our community – including our community partners.
- We are already implementing ways to achieve our goals: Enhanced Care and Support Team, training and upskilling existing staff.



The **people** we work with

Violence Prevention and Reduction Policy introduced

- A three-step approach to address abuse, discrimination and violence to staff from patients, relatives and members of the public.
- Supports our commitment that as an organisation we will not tolerate bullying, abuse, harassment, discrimination and violence.



The **people** in our community

Increased surgical capacity

- We broke ground on the Sulis Orthopaedic Centre.
- We saw increased surgical capacity through the Modular Theatre at Sulis and Frome Theatre.
- This will continue to increase with the opening of the SOC, which will see an extra 3,000 non-emergency, orthopaedic operations performed on patients in BSW each year.

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The RUH in numbers (2024/25)



613,966
outpatient
appointments



101,475
A&E attendances



4,025
babies born



155,041
diagnostic tests



13,201
operations
performed



54%
staff survey
response rate

We also:

- Have 150% more Inclusion Champions in place, challenging inequality and supporting colleagues across the trust.
- Recruited our 1,000th baby to a study that improves the way we screen for congenital cataracts in newborns.

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Working together, learning together, improving together

BSW Hospitals Group development

- In 2024, the Boards of Great Western Hospitals NHS Foundation Trust, Royal United Hospitals Bath NHS Foundation Trust, and Salisbury NHS Foundation Trust agreed to form BSW Hospitals Group.
- Since then, we've made some significant steps forwards including recruiting to some key leadership Group roles – we welcomed our new Managing Directors on 1 September.
- In 2025/26, we will do the following:
 - We will appoint a Group Chair in Q4.
 - We will publish a Group strategy in Q1 2026/27.
 - We will establish a Target Operating Model.

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Fit for the future: Ten-year health plan

The 10 Year Health Plan for England seizes the opportunities provided by new technologies, medicines, and innovations to deliver better care for all patients – wherever they live and whatever they earn – and better value for taxpayers.

It is making three big shifts to how the NHS works:

- Hospital to community: more care will be available on people's doorsteps and in their homes.
- Analogue to digital: new technology will liberate staff from admin and allow people to manage their care as easily as they bank or shop online.
- Sickness to prevention: we'll reach patients earlier and make the healthy choice the easy choice.



NHS Oversight Framework

- This autumn the government launched the new NHS Oversight Framework (NOF).
- This includes a new interactive dashboard to let the public see how their local Trust is performing in key services including urgent and emergency care, elective services, mental health and more.
- The aim is to help drive improvement across the entire system, rewarding strong performance and supporting challenged trusts to balance the books, increase productivity and deliver better care for their local communities.

NHS Oversight Framework

- Also a way to identify which Trusts need additional support.
- The RUH has been rated 112 out of 132 Trusts across the country.
- Not where we would like it to be but reflects the challenges we are facing.
- We are receiving targeted support from NHSE.
- Plans are underway to support recovery including:
 - Progress on reducing diagnostic waits, working closely with Sulis Hospital which hosts our Community Diagnostics Centre.
 - Improvements in cancer performance against the 28 days to diagnosis target.
 - Reducing our financial deficit.

The **people** we care for

The **people** we work with

The **people** in our community

Vision Metrics (7-10 Years)

Providing safe and effective care

Right care, right time, right place

Improve the experience of those who use our services

Recommending RUH as a place to work

Fair career progression and development

Reducing discrimination from managers, colleagues and others

Deliver a sustainable financial position

Equity of access to RUH for all

Carbon emission reduction

Breakthrough Objectives 2025/26

Valuing Patient & Staff time
Achieving ambulance offload times

Recognising and valuing colleagues' work
Increase percentage of staff feeling valued

Productivity
Maximising value, eliminating waste

Corporate Projects 25/26 (to be prioritised)

Non-Elective Care

- Same Day Emergency Care (SDEC)
- Admission Avoidance - Streaming Pathways
- Reduction in NCtR with Community partners

Corporate Services Redesign

- Electronic Patient Record (EPR) Implementation

Theatres Transformation

- Theatre Utilisation
- Getting it Right First Time Standards
- Sulis Elective Orthopaedic Centre

Outpatient Transformation

- Clinic Utilisation
- Patient Initiated Follow ups
- Clinical admin redesign
- Digital inclusion for DNAs

Enabling Project – Clinical Value Review

Enabling Project – Capacity & Demand

Strategic Initiatives (3-5 Years)

- Integrated front door
- Patient Safety Incident Response Framework (PSIRF)

- Sustaining Improving Together Operational Management System (OMS)
- Collaboration as and at Group

- Shared Electronic Patient Record (EPR) Benefits
- Community Transformation Year 2 - 5
- Artificial Intelligence / Automation Programme
- Deliver Medium Term Financial Plan
- Reduction in Carbon Emissions – 80% by 2028

Introducing our new Managing Director

- John Palmer joined us from Royal Devon University Healthcare NHS Foundation Trust, where he was Chief Operating Officer, on 1 September 2025.
- Previous life in Local Government and Government and a decade in the Welsh Valleys and latterly Kings then Devon in the NHS.
- John, alongside the two new Managing Directors at Great Western Hospitals and Salisbury Foundation Trust, will have overall organisational leadership at the RUH working with the Executive team – and playing into the BSW Group structure.





Thank you for listening

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2024/25 Annual Accounts

Simon Wade
Interim Chief Finance Officer

Jon Lund
Director of Operational Finance



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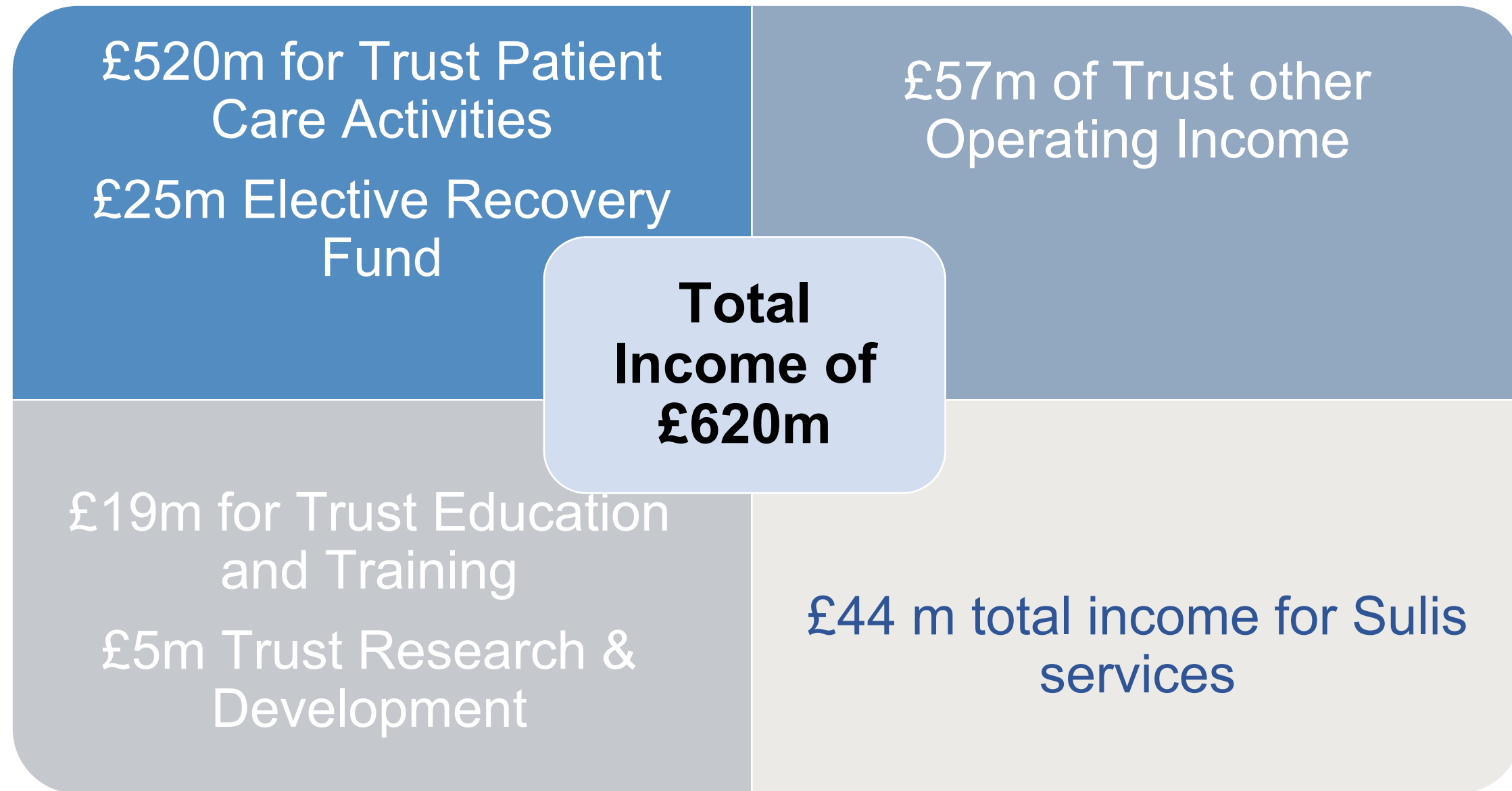
2024/25 At a Glance

- For the purposes of NHS England financial performance, the Group (RUH and Sulis) delivered a deficit position of £4.1m. This deficit was agreed with NHS England in advance and therefore met NHS financial objectives for the year
- We received £22.7 million of transitional funding from BSW Integrated Care Board
- We earned £25.3 million additional income for the Elective Recovery Fund (ERF)
- We invested £64.7 million of capital money in our buildings and estate
- Closing cash balance of £40.0 million

Reconciliation from accounts to Group Position	£million
Reported deficit in accounts as at 31/03/24 (Trust, Sulis and Charity)	-3.3
Remove impact of Charity income and expenditure	1.0
Accounting adjustments:	
Net impact of impairments	10.4
Remove capital donations	-12.2
The Group deficit as at 31/03/24 (RUH and Sulis)	-4.1

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

2024/25 Operating income



2024/25 Operating Expenditure

£390m on pay costs.
(Trust £368m, Sulis £23m)



£63m on drugs expenditure
(Trust £62m, Sulis £1m)

£58m on clinical supplies
(Trust £49m, Sulis £9m)



**Total
Expenditure
of £624m**

£77m on other costs

£28m on the running of the
estate.

(£23m Trust, £5m Sulis)

**£44m total expenditure in
Sulis**

2024/25 Capital Expenditure

Capital Spend £64.7 million included:

- Digital programme £5.8 million
- Estate redevelopment schemes £13.4 million
- Medical equipment £9.3 million



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- Significant multi-year capital projects:

£3.2 million to support Community Diagnostics Centre at Sulis Hospital was completed this year, with an in year spend of £2.2 million.

£24.8 million relating to Sulis Orthopaedic Elective Centre (SEOC), the total spend in year was £18.1 million.

Looking Forward – 2025/26 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.
- Embed a culture of innovation, continuous improvement and spending our money wisely
- Capital funding remains a significant pressure

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Quality Account Priorities

Toni Lynch
Chief Nurse

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Quality Priority 1 – Improving Learning from Patient Safety Events

What we planned to do

- Theme our patient safety data to ensure that we develop high impact learning
- Ensure our meeting structure and processes are effective at improving learning
- Increase learning for our teams through a restorative approach
- Develop guidance on how we involve patients, their families and our staff in our learning following a patient safety event



What we achieved in 2024/25

- ✓ We streamlined reporting forms to enable theming
- ✓ A tracker was launched to support real time tracking of learning
- ✓ The meeting structure has been redesigned to promote stronger oversight and learning
- ✓ A comprehensive patient safety training programme has been launched for all staff
- ✓ Resources were created to help support staff with delivering compassionate engagement and involvement of patients, their families and carers

Quality Priority 2 – Developing our safety culture

What we planned to do

- Develop a training plan to support all staff to undertake Patient Safety Training
- Provide Patient Safety Training to our Board of Directors to support their strategic oversight of patient safety
- Revise our patient safety intranet pages and the way we communicate to increase accessibility for our staff and to raise the profile of patient safety in the Trust
- Undertake a baseline assessment of our safety culture and then plan repeated assessments at appropriate intervals to assess the impact of our interventions



What we achieved in 2024/25

- ✓ 89% of staff have undertaken Patient Safety Level 1 and 2 training against a target of 90%
- ✓ Patient safety training was delivered to the RUH Board of Directors
- ✓ A Trust project was commenced to build and launch a new Trust intranet platform to enable and facilitate improved communication and increase accessibility for our staff
- ✓ A baseline assessment of our safety culture using the pulse survey was launched and work started to build and launch a validated attitudes survey questionnaire for testing in two locations

Quality Priority 3 – Improving communication access with patients, their carers and families

- **What we planned to do**

- Obtain accreditation from the Communication Access Standards UK
- Implement targeted training for staff and volunteers to improve communication access skills and confidence



What we achieved in 2024/25

- ✓ We were awarded accreditation by Communication Access UK. This means we demonstrated our commitment to meeting the needs of people with communication difficulties and making appropriate adjustments to support their needs
- ✓ eLearning training modules are available to staff with an initial focus on administrative and clerical staff and volunteers
- ✓ 407 modules have been completed by RUH staff with the hospital main reception being the first team to complete all modules in the eLearning Communication Access UK training

Quality Priorities 2025 - 2026

Priority 1 - Improving Patient Safety & Quality

- We will develop a patient safety culture improvement plan
- We will streamline event report and the triage of all patient safety incidents and demonstrate improvements to staff following the reporting of patient safety events
- We will increase the involvement of clinical teams in developing learning and improvement

Priority 2 - Developing our framework for carers

- We will undertake a comprehensive review of how we currently support our Carers
- We will then design a series of actions to improve the experience that carers have at the RUH
- We will revise our Carer website for our patients, carers and staff and raise the profile of Carer experience across the Trust

Priority 3: Communicating with you in a clear and understandable way at the right time

- We will provide more support to help staff communicate with people who need help with communication
- We will improve how quickly we respond to patients, their families and carers
- We will work with teams where issues with communication have been highlighted to deeply understand the key issues and make improvements

Same Day Emergency Care (SDEC)

Kheelna Bavalia
Interim Chief Medical Officer

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What is Same Day Emergency Care?

- SDEC allows specialists, where appropriate to assess, diagnose and treat patients on the same day of arrival who would otherwise have been admitted to hospital (NHSE, 2024).
- Patients can be referred or booked in to SDEC treatment through different routes, including:
 - following streaming in emergency departments (EDs)
 - direct referral from GPs
 - direct transfer from ambulance services
 - direct referral from NHS 111



RUH SDEC Services

The RUH currently has three main SDEC services all of which have been a focus of improvement for the Trust.



Medical SDEC

Open 8am-midnight, 5 days per week.

Accepts GP referrals and ED referrals.



New Medical SDEC opened 23rd June



Surgical SDEC

8am-8pm 7 days per week

Accepts GP referrals and ED referrals.



Upper GI Biliary team now supporting SDEC and on-call



Frailty SDEC

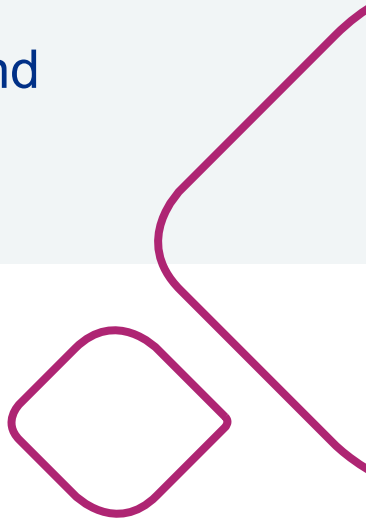
Broadly for frail patients over the age of 75 years.

Open 7 days a week providing more than 80 hours dedicated acute frailty service.

Accepts GP referrals, ED referrals and 111 referrals.



Refreshed processes and increased training and access for ED

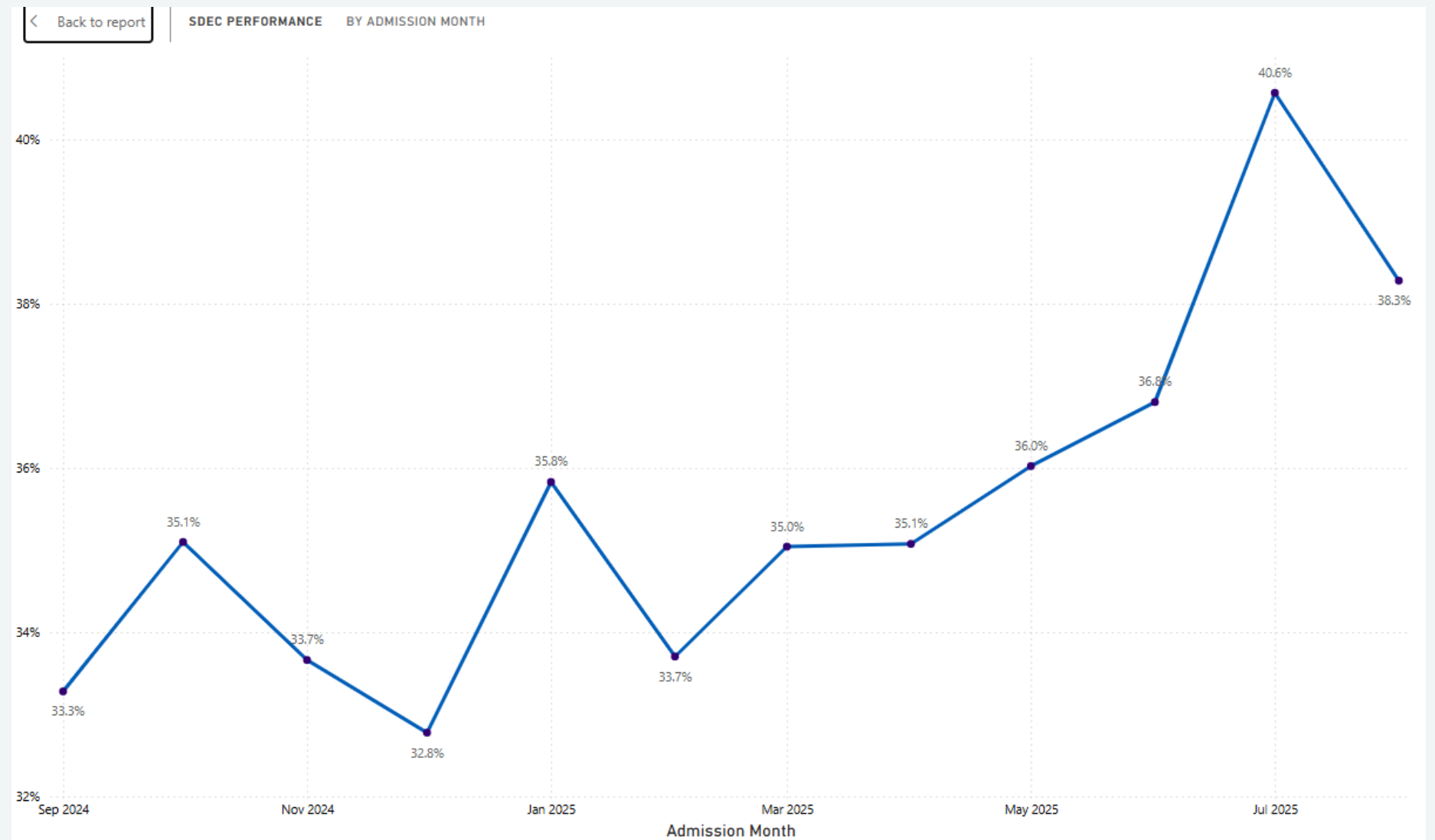


Trust SDEC Performance

SDEC Performance is the percentage of patients who go home before midnight, out of all the patients who were admitted that day.

The national target is for 40% of patients who come in for urgent or emergency treatment receive Same Day Emergency Care.

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New Medical SDEC – opened 23rd June 2025

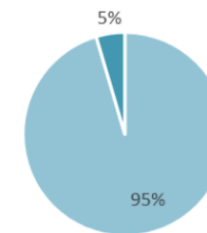
Key changes:

- Opening hours extended to midnight.
- Increase in patient chairs up to 42, with 5 recliner chairs and 13 trolleys
- Improved streaming from the Urgent Treatment Centre and ED

Positive patient feedback

Overall, how was your experience of the service today?

■ good/very good ■ don't know

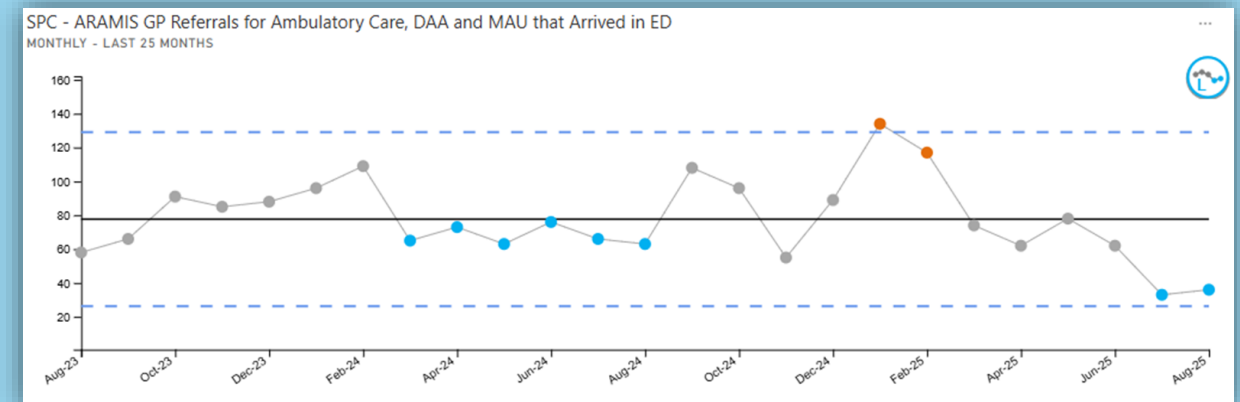
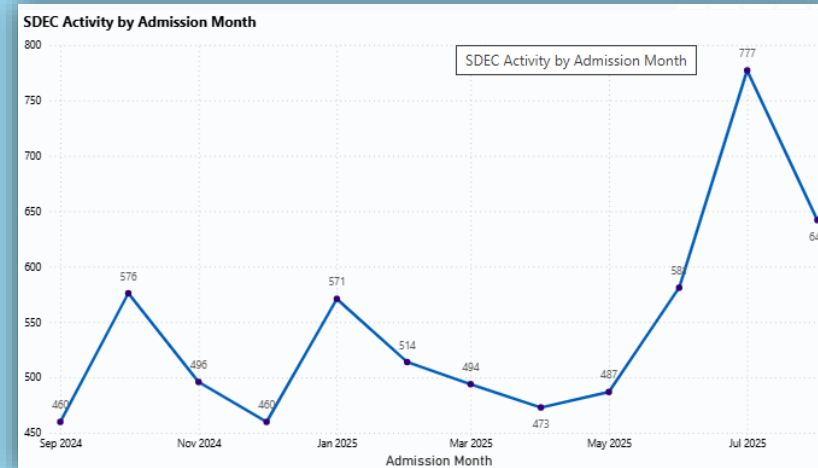


“

It is good to get everything done all at one time rather than keep coming back.

”

July and August saw increases in the number of patients seen and fewer GP referrals going to ED.



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Next Steps

- Medical SDEC to have increased availability at weekends
- Medical SDEC access for 111 calls and paramedic referrals
- Surgical SDEC is further reviewing the on-call rotas to improve SDEC cover (changes likely after Q3)
- Frailty SDEC aiming to expand service

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Governor Report to Members

Vivienne Harpwood
Lead Governor, RUH

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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 2024/25?

- Strengthened the governance by reviewing the terms of reference, doing a self-effectiveness evaluation and approving key changes to the Trust Constitution.
- Approved the content of the Chair's appraisal and suggested objectives.
- Supported the recruiting process and appointed Simon Harrod from 1st October 2024 to 30 September 2027
- Approved the membership community engagement and development strategy
- Approved the appointment of the new Group Chief Executive

What did we achieve in 2024/25 continued...

- Supported the development of a Group Chair appointment process
- Received lots of updates and took part in lots of discussion around the developments on the performance of RUH
- Attended strategic planning away day to engage in and support the development of the RUH business plan
- Represented the views of the members and the public

What does the future hold?

- We will continue to work proactively towards the group model.
- We will be looking to increase our outreach and engagement in the local community.
- We will be inputting members views into the 2025/26 business plan

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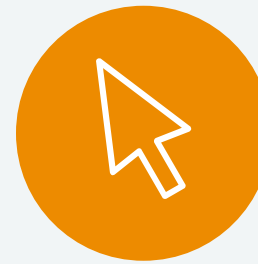


How can you contact your Governors?



Telephone

01225 821262



Email

RUHmembership@nhs.net



Post

Freepost RSLZ-GHKG-UKKL

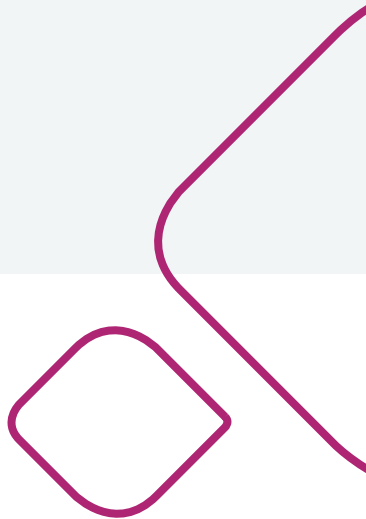
Membership Office

Royal United Hospital Bath NHS Trust

Combe Park

Bath

BA1 3NG





Thank you for listening

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Questions to the Board of Directors

Liam Coleman
Chair

The RUH, where you matter

Thank You

Liam Coleman
Chair

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Royal United Hospitals Bath
NHS Foundation Trust

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