

Year in Review

Highlights from 2022/23



**The RUH,
where you matter**

Contents

Introduction 2

Year in review 3

The people we work with 6

The people we care for 8

The people in our community 12

Charities update 14

Financial summary 16

Significant awards 17

Our future 18

Membership and governance 23

Keep up to date 24

Thank you for supporting your local hospital

“The RUH, where you matter” is our new vision seen by patients and visitors coming in to use our services, staff preparing for their day at work providing those services and the community we serve. It is everywhere to be seen; but what does it mean and does it matter?

We know from our engagement work that feeling that you matter is one of the most important things to people, and we know we don’t always get this right. So we asked ourselves ‘what would it be like if everyone we interact with really did feel like they mattered?’

It would mean that patients could access services promptly and efficiently, that they felt that we were listening to them and respecting their aspirations and needs. It would mean that staff felt that they could develop, that their own characteristics were respected, that they could have a real voice in the hospital. It would mean that our community could be sure we were working alongside them to improve the environment and the economy of our district.

So our new strategy is all about getting there. The last few difficult years have taught us about the resilience of our staff and their capacity and appetite for making improvements and it is our huge privilege to be able to lead them. It is also an honour to be able to use this opportunity to thank them, and our wider health and system partners in BANES and beyond, for the care they give our patients each and every day and thank you, the people in our community, for your support and interest in your local hospital.

With warmest wishes,



Cara Charles-Barks
Chief Executive



Alison Ryan
Chair

Year in review

April 2022



Generous donations for young patients

Our community rallied to an appeal for bravery prizes for children attending the Emergency Department. More than 400 small gifts were kindly donated, helping make the experience of coming to hospital a better one.

May



New equipment for treating cancer

We become one of just five trusts in the UK to introduce an innovative piece of equipment – the PlasmaJet Ultra - for the targeted removal of cancer cells for patients with ovarian cancer.

June



Our 300th international nurse

We celebrated the diversity of our workforce with the recruitment of our 300th international nurse. We're proud to welcome nurses from countries all across the world including the Philippines, India and Tibet.

July



Ministry of Defence Gold Award

In July we received the Ministry of Defence's prestigious Employer Recognition Scheme Gold Award in recognition of the support shown by the hospital to the armed forces community.

Year in review

August



Living picture for MRI room

Funded by charity Time is Precious, the latest in visual technology, a 'living picture', was installed on one of the walls in the MRI anaesthetic room to help distract and calm young children undergoing scans.

September



Vision launch

In September we launched our new Trust vision – The RUH, where you matter. The vision sets out our ambition for the people we work with, the people we care for and the people in our community.

October



Swifts sculpture takes flight

We revealed a stunning piece of art by British wildlife sculptor Hamish Mackie, which will form part of the inpatient courtyard in our new Dyson Cancer Centre.

November



Career Zone opens

In November we launched our new Career Zone, to showcase the wide range of opportunities available at the RUH and the fantastic benefits of working for the NHS.

December



New radiotherapy equipment installed

A new Truebeam Linear Accelerator, a piece of cutting-edge technology that makes radiotherapy treatment for patients quicker and more comfortable, was installed at the hospital.

January 2023



Installation of a Changing Places toilet

In January we installed a new, fully accessible Changing Places toilet for patients, visitors and staff. Changing Places toilets are specially equipped for people with significant learning and physical disabilities, and their carers, to use safely and with dignity.

February



Devizes health centre

A new state-of-the-art health centre officially opened in Devizes, housing some of our outpatient clinics alongside services from other healthcare partners. It's one of the regions first integrated care centres.

March



Funding for AI research

We celebrated receiving more than £830,000 to work in collaboration with the University of Bath and industry partners to determine if artificial intelligence software can help identify and guide treatment for blood clots in patients' lungs.

The people we work with



Everyone Matters

Our RUH team includes more than 5,700 staff working in a huge variety of roles. We are committed to taking care of and investing in the people we work with, celebrating their diversity, skills and compassion.



*Krishna and Fawn
promoting speech
and language
therapy careers*





Raising the flag for Black History Month

“

The RUH goes above and beyond to ensure inclusivity and wellbeing. I'm proud to work for the RUH.

”

A colleague, from the 2022 NHS Staff Survey



Colleagues gathering to mark Armistice Day




Lilly and Mark championing the RUH's first Kindness and Civility Week

Supporting and celebrating staff

At the RUH, we are passionate about championing and celebrating diversity. In October 2022 we held our first ever Black History Month conference, bringing together colleagues to commit to creating the change we want to see. We know from evidence that tackling discrimination has a direct impact on improving patient outcomes and care, and we know we still have work to do to improve in this area.

In 2022/23 we introduced a number of new initiatives to support the health and wellbeing of our staff. These included the opportunity

to take a “What Matters To You Day”, an additional paid day away from work as we continue to recover from the impact of the COVID-19 pandemic. We also launched a new staff platform to support financial, physical and mental wellbeing, including support videos, advice and discounts.

We are particularly proud that staff rated us as the second best Trust in the South West in the 2022 NHS Staff Survey. More colleagues than ever before shared their views, helping us act on what we already do well and where we need to focus to further improve. 



*Inclusion Ambassadors
Alvina and Sherron
created hair and skincare
packs for Black patients
and patients with a mixed
ethnic background*



The people we care for



Making a Difference

We are proud to provide care for more than 500,000 people in our local area. This includes treating over 3,100 cancers each year, supporting 4,500 births, and performing more than 4,300 operations. Delivering safe, high quality care is at the heart of our priorities.

“

Every single member of the RUH team was amazing, extremely friendly, happy, polite, caring and totally wonderful from start to finish. We can't thank them enough.

”

Patient feedback, via RUH website



Innovation in action to tackle heart disease

We launched Super Rehab to test a one-to-one support programme for patients with heart disease, including a personalised, tailored diet and exercise programme. It's hoped this effective new treatment option will save lives and reduce hospital procedures, which in turn will help improve efficiency.



Extensive upgrades to improve our ward environments

We've been working hard to upgrade our wards to improve the environment for the people we care for and prevent the spread of infection. We have completed 27 new en-suites, a new side room, and new clean utility rooms, which are already making a really positive difference.



Person-centred care for our inpatients

Inclusion Ambassadors Alvina Ware and Sherron Watson saw that many of our Black patients and patients with a mixed ethnic background weren't able to access the right products for hair and skincare in hospital. With support from UNISON, they purchased supplies and provided education for ward teams.



Extra support for patients having radiotherapy treatment

We launched a dedicated new service, funded by Macmillan Cancer Support, to help patients with late side effects after radiotherapy treatment. We know these physical symptoms can develop months or years after radiotherapy, and can have a significant impact on a person's quality of life.



Quality priorities report back

Recovering more quickly from surgery

The Enhanced Recovery Pathway was introduced for patients undergoing colorectal surgery. The aim was to help the people we care for recover more quickly after having major surgery and also reduce the length of time patients need to stay in hospital.

Having an operation can be both physically and emotionally stressful. Enhanced recovery programmes try to get patients back to full health as quickly as possible. Research has shown that the earlier a person gets out of bed and starts walking, eating and drinking after having an operation, the shorter their recovery time will be.

Our key achievements over the last year include:



Introducing this pathway for patients undergoing elective colorectal surgery and for knee and hip replacement surgery.



Identifying key nursing and therapy staff to promote this and nursing staff leads within the unit to support staff to increase their skills and knowledge.



Introducing a patient information leaflet to help educate patients before their operation, as well as new videos and virtual pre- and post-operative education for major joint replacement in orthopaedics.



Introducing a daily goals logbook for patients to ensure they are aware of the goals that are to be achieved each day to help their recovery.



Introduction of marked patient walking routes to encourage mobility.

Improving support for frail patients

This priority focuses on continuing to improve the service for our frail elderly patients, building upon previous work developing the front door frailty assessment and the introduction of the Frailty Flying Squad.

The Frailty Flying Squad provides an assessment and admission pathway for frail patients, from 8am to 8pm every day, to improve patient outcomes and patient experience and reduce length of hospital stays.

Our key achievements over the last year include:



Providing a daily senior geriatrician review and establishing an Older Person's Rapid Assessment Area for direct admissions of frail patients.



Developing a standard operating procedure (SOP) for the pathway of frail patients, ensuring the effective coordination of different teams across the hospital.



Introducing a scoring system in ED for the triaging nurse to use for early identification of patients suitable for our Older Person's Assessment Unit.

A better start for babies born early

Our PERIPrem Care Bundle (Perinatal Excellence to Reduce Injury in Preterm Birth) priority supports the optimal timing of care and multidisciplinary working between maternity and neonatal professionals and with parents.

It supports the NHS Long Term Plan's aim to reduce neonatal morbidity and serious brain injury by 50% by 2025.

Our key achievements over the last year include:



Implementing staff training on the PERIPrem bundle, focusing on its importance to the outcome for pre-term babies.



Introducing foetal fibronectin point of care testing to help identify those at risk of a pre-term birth.



Introducing a new guideline for neonatal temperature control in the RUH's birthing centre and the use of temperature probes.



Introducing multi-disciplinary monthly meetings to review each case.



Recruiting more PERIPrem champions.

The people in our community



Working Together

The RUH's area goes far beyond the city of Bath, reaching into the Mendips, South Gloucestershire, North East Somerset, and North and West Wiltshire. We are part of the Bath and North East Somerset, Swindon and Wiltshire Integrated Care System, working collectively with partner organisations to improve health outcomes for everyone in the communities we serve.



Work with our partners

The RUH is covered by the Bath and North East Somerset, Swindon and Wiltshire Integrated Care Board (ICB), which became a statutory body in July 2022. The ICB brings together NHS organisations with local authorities and other partners to work to improve population health and establish shared strategic priorities.

Working together, partners tackle complex challenges including improving the health of young people, supporting people to stay well, avoiding preventable conditions and getting the best from our collective resources.

One example is the Community Wellbeing Hub outreach base at the RUH, opened in March 2023 to help people to access wellbeing services delivered by a range of partner organisations.

Strong partnership working also saw significant benefits during the busy 2022 winter. These included a temporary ward at St Martin's Hospital for people who were well enough to leave the RUH but not ready to go home, and our home care agency United Care Bath and North East Somerset, set up in an innovative partnership with the council.

Financial efficiencies

We achieved our target to achieve a break even position. We also delivered our £14.8 million savings plan in full, although only £7.7 million of this was delivered on a recurrent basis.

Sustainability improvements

The Sterile Services department's shift from single-use packaging to metal containers reduced environmental costs by 84%, minimising annual plastic waste by 5.5 tonnes. Additionally, we have transitioned from using piped nitrous oxide (also known as 'gas and air') to using bottles delivered directly to the bedside, reducing emissions of harmful waste. We also launched a salary sacrifice scheme to encourage staff to switch to electric or hybrid vehicles.

Sulis Hospital Bath



Sulis Hospital Bath was acquired by the RUH in 2021 with the aim of increasing NHS capacity for surgery and diagnostics. By June 2022, the first anniversary of this unique collaboration, more than 1,000 NHS patients prioritised by longest wait had been cared for at Sulis from across the whole of our healthcare system.

In 2022/23 this partnership working has seen a new state-of-the-art CT scanner unveiled, as part of a £4.4million upgrade in advanced imaging technology to expand NHS community diagnostic capacity for patients across our region. This was thanks to a successful bid for national funding under the community diagnostic centre model which sees patients benefit from easier, faster and more direct access to tests.



Siemens Healthineers SOMATOM X.cite CT scanner

November 2022 also saw Sulis begin to offer same day hip and knee replacement surgery. Historically patients would spend an average of three days in hospital to recover, but with a programme of pre-assessments and carefully planned follow-ups and rehabilitation, people can return to normal life as quickly as possible.

The Forever Friends Appeal rebrands as RUHX

RUHX launches in May 2022

In May 2022, the Forever Friends Appeal (the official NHS charity of the Royal United Hospitals Bath) became known as RUHX.

The 'X' in our new name was designed to focus people's attention on the 'extra'. The extra, extraordinary work the RUH does with RUHX's support. This includes fundraising to contribute to our new Dyson Cancer Centre, Breast Unit expansion, Compassionate Companions for our End-of-Life team, and our arts programme helping to provide activities on the Children's Ward and older people's wards that are not funded by the NHS.

80% of supporters fed back that it was time to rebrand and change our name.

Why rebrand?

The Forever Friends Appeal had not updated its brand since it launched in 1999. We felt it was time to review how we connect with our audiences and bring the public's understanding of the charity up to date. Our own research showed several reasons why the charity needed to rebrand. There was very low awareness of the charity in the wider community and little understanding of what we do.

2022/23 highlights

- Launch of new RUHX eXtra Magazine in May 2022.
- Launching our new website www.ruhx.org.uk in early summer 2022.
- Our rebrand project being shortlisted in the 2023 Bath Life Awards.
- Our first fully new branded event, Walk of Life, in May 2022. This was followed a year later with a branded Walk of Life prime time appearance on the BBC's One Show.
- In March 2023 signing our commitment to one of RUHX's first big impacts, the DaVinci Xi robotic surgery equipment.
- RUHX branding/donate Atrium installation in March 2023.



Walk of Life, May 2022



Donation display installed in the RUH Atrium



Community celebration event, November 2022

In November, RUHX hosted an event to celebrate the community organisations which will benefit from £400k of funds awarded through the NHS Charities Together (NHSCT) COVID-19 Appeal.

This community grants programme is supporting thirteen charities across B&NES, Swindon and Wiltshire in schemes to tackle health inequalities and to support groups and communities affected by COVID-19.

These projects will work in partnership with NHS organisations and prioritise the most vulnerable and marginalised groups impacted by the virus, focusing on deprivation, ethnicity and mental health.

RUHX is leading the programme with help from other local NHS charities: Brighter Futures at Great Western Hospitals, Stars Appeal at Salisbury District Hospital, and Headlight at Avon and Wiltshire Mental Health Partnership.

The 13 organisations benefitting include: Alzheimer's Support, Age UK BANES, Bath City Farm, Care Home Volunteers, Crosspoint Westbury, Off the Record, Ipsum, Roots Connection, Sporting Family Change Foundation, Swindon Carers, We Hear You, Wiltshire Council (Healthwatch Wiltshire and Spurgeons), and Wiltshire Mind.

Friends of the RUH



The Friends Shop in the Atrium and The Café @ B18 have seen an increase in both footfall and popularity since recent upgrades. This has enabled the Friends of the RUH to make many significant donations towards equipment and services at the RUH.



The Friends Shop

Here are just some examples of how the Friends has supported the RUH this year:

- £124,841 towards a new ultrasound room in the Breast Unit
- £15,000 towards an intra oral scanner for the Oral department
- £9,996 for emergency toiletries packs, for patients who arrive at hospital unexpectedly
- £6,800 for a bladder scanner for the Trauma Assessment Unit
- £6,800 towards digital wall/calendar clocks for dementia patients staying on wards throughout the RUH

Our 150 volunteers work incredibly hard to make a difference and enhance the wellbeing of everyone at the hospital, whether through their green fingers maintaining the gardens, chatting to patients over a cuppa, greeting and guiding visitors around the hospital or working in our retail outlets.

For the latest news and to find out how to volunteer, visit www.friendsoftheRUH.org.uk

Financial summary

We achieved a breakeven position in 2022/23. We delivered £14.8 million savings, as the result of cost and quality improvement programmes designed to maximise efficiencies within the Trust whilst maintaining high quality patient care.

How we spent our money in 2022/23:



£338m on pay
(66% of operating expenses).



£178m on non-pay
(34% of operating expenses).



£4.1m on medical equipment,
including scopes, theatre and
diagnostic equipment.



£7.8m on estates schemes
including enabling works for LINAC
and additional bed capacity, and
critical infrastructure backlog
expenditure.



£26.5m on the build of the
Dyson Cancer Centre.



£4.1m on capital investment in
Sulis Hospital, including enabling
works for a new MRI scanner and
medical equipment.



£3.1m on the digital
programme, including investment
in hardware and cyber security.



£1.7m for ward projects to
support additional bed capacity
and elective recovery.

Significant awards

Over the last 12 months staff from across the Trust have been recognised for their achievements and commitment to the people we care for. Below are just a few examples.



Our annual staff award ceremony

The highest standards of care, compassion and innovation were celebrated at our 2022/23 annual awards ceremony. We presented more awards than ever before, with over 120 nominations across 16 categories. Much of this fantastic work could so easily go unseen but makes such a difference.



National award for midwife

Midwife Bex Walsh, who supports families through pregnancy and baby loss, was presented with the Chief Midwifery Officer Silver Award by Professor Jacqueline Dunkley-Bent, Chief Midwifery Officer for England. This was in recognition of the specialist support Bex provides during really difficult times.



Quality mark for our Cardiology team

Our Cardiology team was awarded full accreditation by the British Society of Echocardiography. This is a nationally recognised benchmark of quality. The team demonstrated reaching high standards in a number of important areas, including processes ensuring safe and effective patient care.



Prestigious recognition for Art at the Heart

The RUH's Art at the Heart team won the Creativity for Good award at the Creative Bath awards, plus the ACE Award given to the most outstanding winner. The team works tirelessly to create an uplifting environment for the people we care for and work with, including workshops, exhibitions and music.



Our future

Our new strategy

We are privileged to lead the Royal United Hospitals Bath NHS Foundation Trust. This is a special group of people, who come together to care for our patients and the wellbeing of local communities. We are driven by shared values and a daily focus on continuous improvement. Through the development of our strategy and plans together with our partners and stakeholders, we believe wholeheartedly in an ambitious and optimistic future for those we serve.

Over the last year, we have taken stock of where we are and where we want to be.

There is much to be proud of:



The care our staff give every day to our patients and their families, which lives out our Trust values – everyone matters, working together, making a difference.



Maintaining this quality of care during a period of uncertainty and challenge, with growing needs from our population, and the COVID-19 pandemic.



Our specialised services, including the Royal National Hospital for Rheumatic Diseases, where we offer world-leading care to patients from across our wider region and beyond.



Our Research and Development portfolio, which sets us apart from other trusts of a similar size, and is an important part of our work to offer patient choice, attract diverse talent and improve our services.



New developments and innovations, including robotic surgery, the Dyson Cancer Centre and our innovative partnership with Bath and North East Somerset Council to provide domiciliary (home) social care.

However, we are not yet where we want to be. We know that some people do not get the care they need, when they need it and in the way that they want it. We know that not all members of staff feel fully valued, well supported to do their job, or able to provide the services they aspire to.

Over the last year we have been talking to our staff, our patients and our partners, developing our new vision and strategy: The RUH, where you matter. You can find out more about this by visiting www.ruh.nhs.uk/strategy

We are committed to being an organisation where every voice matters; we help you have your say, we listen, and we act. We know it will take time to build consistency in how we achieve this simple but ambitious vision. Within this strategy, we set out how we will do this – our commitment to the people we care for, the people we work with and the people in our community.

The RUH, where you matter

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



The people in our community

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

The people we work with

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



The people we care for

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

Our improvement system:

Improving Together

Our values:

Everyone Matters

Working Together

Making a Difference

The people we **work with**

Together we will create the conditions to perform at our best by demonstrating our shared values with kindness, civility and respect, taking care of and investing in our teams, training and facilities to maximise potential and celebrating our diversity and passion to make a difference

Basics Matter

We have committed to creating the conditions for all of us to perform at our best. We know that we haven't always got this right but our new strategy signals our determination to make sure that our staff have the tools they need every day to support them in their work. Basics Matter is about getting the basics right, the things that impact us all day-to-day. Improvements are being made based on staff feedback and include our food offer, child care provision and rest areas to take well-earned breaks in.

Cultural transformation

We are seeking to transform the culture of the RUH to help us to create the right environment for our Trust strategy to be successful.

Our existing values as well as our commitment to kindness and civility will be the bedrock from which we will make this change, which includes a new set of behaviours for each of our Trust values arrived at through consultation with our staff. We are also setting up a Change team, which involves staff from across the organisation who are interested in cultural change to conduct surveys, facilitate focused group conversations and make recommendations based on this research.



The people we care for

Together we will support you, as and when you need us most by connecting with you, helping you feel safe and welcome, consistently delivering the highest quality care and communicating well, listening and acting on what matters to you most.

Patient safety programme

We will implement a new framework – the Patient Safety Incident Response Framework (PSIRF) - to respond to patient safety incidents. This will help us to be more proactive in addressing patient concerns and reduce incidents resulting in harm.

Patient flow and elective and cancer recovery programmes

We want our patients to wait less time to receive their care and, if they need surgery, to improve surgical outcomes and reduce the need for readmissions. In March 2023, we announced that we would be bringing in a surgical robot; the first surgery was performed in June and now all three specialities are up and running. We continue to increase NHS capacity for planned surgery and diagnostics through Sulis Hospital benefitting patients in BSW and beyond.

Patient experience and real-time feedback

We want all of the people we care for to feel that they are treated with kindness and understanding, that they can access information about their care and that we are communicating with them in a timely and relevant way. In 2023/24, we are launching electronic appointment letters and reminders through the platform DrDoctor.



2023/24 quality priorities



Health inequalities in Maternity



Reduced length of stay in NICU



Dedicated Day Surgery Unit



Family liaison officers

The people in our **community**

Together we will create one of the healthiest places to live and work by working with our partners to use our resources wisely, take positive action to reduce health inequalities and create a community that promotes the wellbeing of our people and environment.

Financial improvement programme

It's currently a financially challenging climate for everyone, including healthcare systems. Our ambition is to use our resources wisely and live within our means while continuing to deliver the projects and improvements within our strategy, which will enhance both care and safety.



Health inequalities programme

As an anchor organisation and the largest employer in our local area, we want to raise awareness of health inequalities so that everyone feels that it's their business. Our programme of work is interested in supporting our community to make healthier lifestyle choices, such as smoking cessation, and having a strategy that reduces digital exclusion.



Carbon net zero

The NHS has an ambition to be the first net zero national health service in the world and as such all providers have a target for the NHS carbon footprint to reach net zero by 2040, with an ambition to reach an 80% reduction by 2028 to 2032. Sustainable travel is key to realising this ambition, and we are committed to helping our staff and visitors get to site in ways that lessens our impact on the environment and offering care closer to home.



Membership & Governance

Our Council of Governors can look back on a busy and successful 2022/23, helping support the Trust to develop the services we provide for our local communities. The majority of the Governors were newly elected in October 2022 and have spent their time focusing on learning the role and re-establishing the Governor Working Groups with a view to resuming engagement activities in 2023/24.

Governors update

Over the course of 2022/23, representatives of the Council of Governors were formally involved in:

- Appointing two new non-executive directors. These replaced Jeremy Boss, who had completed his natural term, and enhanced clinical representation within the group.
- Discussing the non-executive director appraisals carried out by the Chair.
- Reviewing the Chair's remuneration and approving a 4% increase.
- Appointing Nigel Stevens as Senior Independent Director and Vice Chair.
- Observing Board of Directors meetings and sub committees to gain assurance that non-executive directors were sufficiently challenging executive directors.
- Reflecting on the Trust's strategic plans and inputting member views into the business plan.
- The Ward Accreditation Programme.

Appointment of new governors

In September 2022 and February 2023, our members had the opportunity to take part in elections to the Council of Governors. We have further elections in September 2023 and will announce the results soon.



Keep up to date:

 www.ruh.nhs.uk

 RUH Bath

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 Royal United Hospitals Bath
NHS Foundation Trust

Everyone
Matters
Working
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Making a
Difference


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