BSW HOSPITALS GROUP

NHS

RUH Annual Members' Meeting

29 September 2026

Paul von der Heyde

Chair BSW Hospitals Group

Royal United Hospitals Bath
NHS Foundation Trust

Welcome to our Annual General Meeting

- In the event of a fire alarm, please leave the building by the nearest exit and follow staff instructions to the assembly point.
- Please ensure mobile phones are switched to silent or vibrate mode.
- If at any point you require assistance, please speak to a member of staff who will be happy to help.
- The formal meeting will be followed by an informal engagement session, where you'll have the opportunity to meet Trust representatives.



Agenda

Royal United Hospitals Bath
NHS Foundation Trust

Welcome and Introduction from the Chair
Paul von der Heyde, Group Chair

Review of the year 2025/26 and look ahead
Cara Charles-Barks, Group Chief Executive

Presentation of Annual Report and Accounts 2025/26
Simon Wade, Group Chief Financial Officer

Lead Governor report to Members
Craig Jones, Deputy Lead Governor

Questions to Board of Directors
Questions submitted in advance or at the meeting, through the Chair

Member and Governor table discussions
Opportunity for members to engage with Governors

Summary and close
Paul von der Heyde, Chair

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Introduction from the Chair

Paul von der Heyde
Chair BSW Hospitals Group

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NHS Foundation Trust

RUH as part of BSW Hospitals Group



Great Western Hospitals
NHS Foundation Trust



Royal United Hospitals Bath
NHS Foundation Trust



Salisbury
NHS Foundation Trust

We can do more together than apart.

We can make a difference that really matters to our colleagues, our patients and their families, our partners and wider communities.

Moving to a single Group Board

Royal United Hospitals Bath
NHS Foundation Trust

Outgoing Chair

- Alison Ryan (term completed June 2025)
- Liam Coleman (interim until 1 April 2026)

Outgoing Non Executive Directors

- Paul Fox, Nigel Stevens, Hannah Morley.
- Sumita Hutchinson, Antony Durbacz

Incoming Non-Executive Director

- Joy Luxford

Executive Directors

- John Palmer, Jason Lugg, Becky Maxwell, Simon Suthi

Thank you

We value the continuing support of volunteers, charities, partners, staff and our community including:

RUHX and Friends of the RUH

Launch of PET CT scanner campaign, development of a de-escalation room in Children's Ward, provision of ED ultrasound machine, lay-flat chairs for families on wards.

Volunteers

238 volunteers providing support across the Trust, from maternity services through to end-of-life care.

Governors and members

Staff, public and appointed volunteers and thousands of members.



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Review of 2025/26 and look ahead

Cara Charles-Barks,
Chief Executive

NHS Great Western Hospitals NHS Foundation Trust

NHS Royal United Hospitals Bath NHS Foundation Trust

NHS Salisbury NHS Foundation Trust

What are we focusing on as a Group?

Developing our Group

- Putting the right structures and systems in place.

Our people

- Improving the way teams work together and supporting our people through any changes.

Delivering digital maturity

- Making the most of our digital systems and processes, including implementing a single Electronic Patient Record.

Increasing sustainability

- Managing resources wisely and improving efficiency so we can continue to invest in providing high quality care.

Transforming models of care

- Improving our performance and designing services with our patients that look beyond individual organisational boundaries

Royal United Hospitals Bath
NHS Foundation Trust

A year at the RUH

We provide acute and specialist services for a population of around 500,000 people across Bath and North East Somerset, west Wiltshire, and parts of Somerset, including the Mendip area.

Last year we:

- Saw more than 107,136 ED attendances.
- Carried out 585,208 Outpatient appointments and 17,637 operations.
- Delivered 4,257 babies.



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Performance in 2025/6

Cara Charles-Barks,
Chief Executive

NHS Great Western Hospitals NHS Foundation Trust

NHS Royal United Hospitals Bath NHS Foundation Trust

NHS Salisbury NHS Foundation Trust

The context we're operating in

- High demand in urgent and emergency care and challenges in seeing patients as quickly as we'd like.
- High numbers of patients remained in hospital after they were medically ready to leave, reducing capacity for other patients who need care.
- Bed occupancy remained consistently high, impacting how quickly we could admit new patients.
- The population is continuing to increase in our area.
- An extremely challenging financial climate.



How did RUH perform in 2025/6?

Urgent and Emergency services. We saw a 25% increase in ambulance arrivals and a 13% increase in attendances at the Emergency Department. We made progress in ambulance handover times, but didn't meet the national target to see 95% of patients within four hours of arriving at the Urgent Treatment Centre/Emergency Department. We are working to improve this.

Waiting times for planned treatment. Fewer patients are waiting more 52 weeks or longer for treatment than last year, but we know many people are waiting longer than we would like. Reducing our overall waiting list is a key operational priority.

Diagnostic waiting times. We saw improvements in the number of patients seen within two weeks of referral and patients receiving diagnostic tests within six weeks of referral. We are working hard to further improve this.

Patient care and experience

Care Quality Commission (CQC)

- Focused inspection of Emergency Department which was rated as Requires Improvement.
  - Identified areas for improvement in staffing, patient flow and governance.
  - Highlighted dedication and compassion of staff working under significant pressure.
  - RUH continues to implement improvements to strengthen emergency care services, including work starting on a new Urgent Treatment Centre.
- The Trust's overall CQC rating remains Good.
- The maternity team were recognised for delivering supportive and respectful care in the 2025 CQC Maternity Survey.

New ways to improve care

Sulis Orthopaedic Centre opened

- Delivering additional planned orthopaedic NHS operations.
- Reducing waiting times and safeguarding services during busy periods.

Birth registration service launched

- Parents on NICU can now register their baby's birth at the RUH.
- Making it easier for parents and helping families stay together.

- **Frome cancer care satellite clinic opened**
  Clinic brings cancer care closer to home for patients in Frome and surrounding areas.
- Initial treatment at the RUH followed by continued therapy in Frome.





Supporting our staff

Staff Survey 2025

- 52% response rate, with 3,335 staff taking part.
- Scored above the national average for compassion and inclusion, recognition and reward, team working, staff engagement and morale.
- Now focusing on creating the conditions for a healthier workforce – reducing stress, burnout and sickness.



Development

- Leadership and Routes to Success to Programmes.

Inclusion weeks and champions

- Connect, share experiences, support one another and shape improvements across the RUH.

Becoming more sustainable, efficient and resilient

- Project Clean Heat continued to progress.
  - Replace the existing heating system with more energy efficient technology
  - Large-scale decarbonisation project that will see carbon emissions reduced by 3,200 tonnes each year following go live.
  - £21.6million grant from the Department of Energy Security and Net Zero.
- Cost improvement programme ongoing - including digital transformation, service redesign and reducing waste.



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Looking to the future



NHS Great Western Hospitals NHS Foundation Trust

NHS Royal United Hospitals Bath NHS Foundation Trust

NHS Salisbury NHS Foundation Trust

RUH Quality Priorities 2026/7

1	Embedding Patient Safety Incident Response Framework (PSIRF) and strengthening compassionate engagement and involvement and learning for Patient Safety events
2	Ensure timely and safe access to psychotropic medication when it is required
3	Improve how we listen and respond when patients or families raise concerns or make a complaint

Investing in our future – our plans

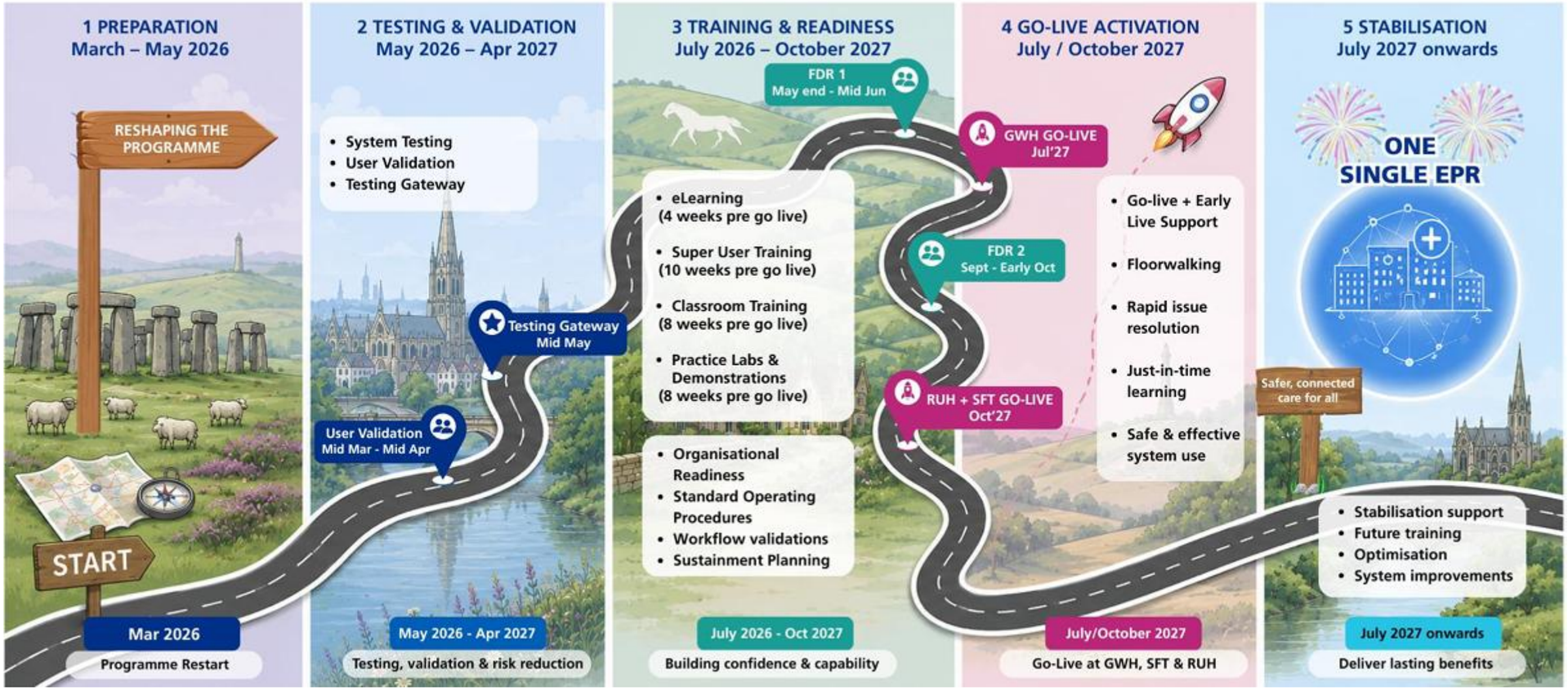
New Urgent Treatment Centre (UTC)

- Construction of a new £12 million (UTC) began this month.
- New purpose-built facility will provide dedicated care for patients with urgent but non-life-threatening illnesses and injuries.
- Separating the UTC from the Emergency Department will create more space in A&E, helping to reduce crowding and support safer care.
- Part of a major investment in urgent and emergency care, with the new centre expected to open in late 2026.



Single Electronic Patient Record

GWH go live in July 2027, followed by RUH and SFT in October 2027



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Presentation of Annual Report and Accounts

Simon Wade,
Chief Financial Officer

RUH finances year end 2025/26

Plan	Breakeven position
Out-turn	£20.499m* deficit
Variance from plan	£20.499m* deficit

Within this position, Sulis wholly owned subsidiary delivered a £0.912m surplus that ws all reinvested back into the RUH

Cash balance	£25.7m
CIP delivery	£15.0m

- Following technical adjustments for impairments and donated assets

- For context the £20.5 was part of a managed £25.0m deficit across the whole of BSW Integrated Care System, which was agreed by NHSE, our regulator; and contributed to an overall national balanced NHS position

Income / expenditure summary

2025/26

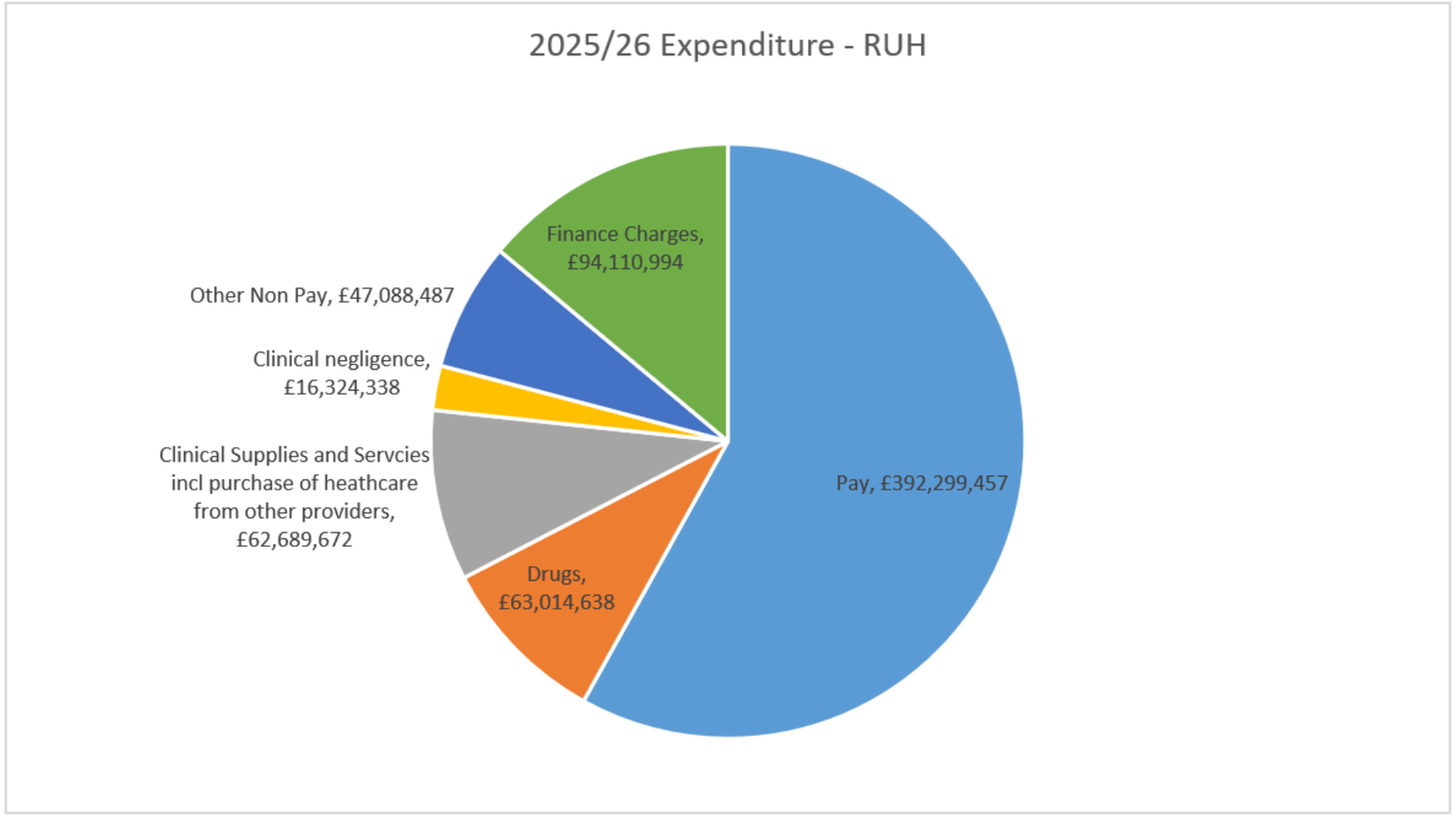
£649.98m
Total income

£532.70m related to patient care activity

+

£117.282m of operating income not related to patient care

How we spent our money in 2025/26



We spent £1.85m every day to provide services

Our 2025/26 Capital Programme Spend

The Trust invested £42.5 million in capital infrastructure during 2025/26. Funding sources comprised:

- Public Dividend Capital: £20.8 million
- Government decarbonisation grants: £9.1 million
- Charitable funds: £0.6 million
- Internally financed capital expenditure: £11.9 million

Major schemes delivered during the year included:

- Salix decarbonisation programme (£12.4 million)
- Electronic Patient Record programme (£5.2 million)
- Estates Safety Fund schemes (£6.2 million)
- Urgent and Emergency Care developments (£7.0 million)
- and MRI replacement (£2.3 million).

National approval processes and also re-phasing of the EPR programme meant that several schemes completed later than planned. Consequently, the majority of associated operational and financial benefits are expected to accrue in future years.

Our Financial Breakthrough – Why It Matters

💷 The scale

- We spend £587m annually
- Need to save £55m over 3 years
- £37.6m required THIS year

⚠️ Key pressures

- £20.5m current deficit to recover
- Savings targets not fully delivered
- Pace of additional funding (ICBs)
- National 2% productivity requirement
- Ongoing recovery from pandemic losses
- Rising costs (inflation, CNST)

🔄 Strategic commitments

- Shift care from hospital → community
- Invest in future transformation
  - £140m estates
  - £50m digital (EPR)

✅ Why it matters

- Stay in control (avoid regulator intervention)
- Maintain cashflow
- Enable future investment

The people in our community

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RUH Lead Governor report to Members

Craig Jones,
Deputy Lead Governor

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.

What did we achieve in 2025/6?

- Continued to provide a link between the Trust, its members, local communities and stakeholders through the work of the Council of Governors.
- Approved the appointment of Joy Luxford as Non-Executive Director for a three-year term from 1 May 2025 – 30 April 2028.
- Approved the re-appointment of Paul Fairhurst as Non-Executive Director for a second term from 1 October 2025 to 30 September2028 and endorsed his appointment as Senior Independent Director.
- Approved the appointment of Sumita Hutchison as Interim Vice-Chair.
- Approved the appointment of Liam Coleman as Interim Trust Chair, creating an interim joint chair arrangement with Great Western Hospitals.

What did we achieve in 2025/6? continued

- Approved amendments to the Trust Constitution to align with the Group model and the Fit and Proper Persons Regulations.
- Appointed a new Lead and Deputy Lead Governor.
- Established a Task and Finish Group to review the Council's working group structure and subsequently approved a streamlined approach, Including a quarterly Governor and Non-Executive Director Forum.
- Approved an Interim Group Chair arrangement and appointed Paul von der Heyde as Interim BSW Hospitals Group Chair from 1 April 2026.
- Approved a new Non-Executive Director model for the future BSW Hospitals Group Board.

What does the future hold?

- Continue to represent members' views within the developing BSW Hospitals Group and work closely with Governors from Great Western Hospitals and Salisbury Foundation Trust.
- Increase outreach and engagement across our local communities and encourage wider participation.
- Ensure member feedback helps shape Trust priorities and future plans.
- Continue developing the Governor role and strengthen relationships with Non-Executive Directors.



How can you contact your Governors?



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Email

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Questions to the Board of Directors

Paul von der Heyde
Chair BSW Hospitals Group

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Member and Governor table discussions

RUH Governors and members of the Board

NHS Great Western Hospitals NHS Foundation Trust

NHS Royal United Hospitals Bath NHS Foundation Trust

NHS Salisbury NHS Foundation Trust

Governor Engagement

- Looking ahead, what are the most important issues facing local people that you think the RUH should be aware of?
- How would you like to engage with the Trust in the future, and what topics would you like us to cover at future AGM and member events?

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Summary and close

Paul von der Heyde

Chair BSW Hospitals Group