

Report to:	Board of Directors	Agenda item:	9
Date of Meeting:	6th September 2023		

Title of Report:	Chief Executive & Chair's Report
Status:	For Information
Board Sponsor:	Cara Charles-Barks, Chief Executive & Alison Ryan, Chair
Author:	Helen Perkins, Senior Executive Assistant to Chair and Chief Executive
Appendices	None

1. Executive Summary of the Report

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

Updates included in this report are:

- Overview of current performance, encompassing finance, people and performance
- Industrial Action
- Lucy Letby
- Care Quality Commission
- Updates regarding areas of recognition, ongoing developments and new initiatives;
 - RUH Photographs Chosen for Prestigious 75th Birthday Exhibition
 - Additional Support for Visually Impaired Hospital Patients
 - Ensuring Vulnerable Patients Get the Care and Support They Need
 - RUH Consultants Warn of Dangers of Swimming While Wearing Contact Lenses
 - Three Specialities at RUH Bath now Offering Robotic Surgery
 - Certificates of Bravery for Young RUH Patients
- RUH Membership and 2023 Governor Elections
- 2023 Annual General Meeting
- Senior Management Appointments
- Consultant Appointments
- Use of Trust Seal
- Chairs Update

2. Recommendations (Note, Approve, Discuss)

The Board is asked to note the report.

3. Legal / Regulatory Implications

Not applicable

4. Risk (Threats or opportunities, link to a risk on the Risk Register, Board Assurance Framework etc)

Strategic and environmental risks are considered by the Board on a regular basis and key items are reported through this report.

5.	Resources Implications (Financial / staffing)
	Not applicable
6.	Equality and Diversity
	Nothing to note
7.	References to previous reports
	The Chief Executive submits a report to every Board of Directors meeting.
8.	Freedom of Information
	Private
9.	Sustainability
	Not applicable
10.	Digital
	Not applicable

CHIEF EXECUTIVE AND CHAIR'S REPORT

1. Performance

The hospital has been continuing to respond to the on-going NHS wide industrial action, which during July there were 8 days affected. There is significant amount of energy being put into ensuring the hospital is able to effectively maintain safety and ensure high quality care for our patients. The industrial action is also causing some challenges in delivering our elective recovery that we are working towards. The Trust has also responded to industrial action during August which will be reported next month and additional strike action has been announced during September and October.

On elective activity

- The Trust delivered a year to date Elective Recovery Fund of 100% against the 23/24 annual plan. There has been a rebasing of the ERF plan in light of national guidance and therefore to deliver the financial plan, the Trust now needs to deliver 105%. The clinical divisions have developed recovery plans for the year ahead which are anticipated to deliver 98%, with ongoing work to close the gap.
- We reported zero patients waiting over 104 weeks, 15 patients waiting over 78 weeks and 474 patients waiting over 65 weeks. The challenged areas remain Cardiology and Gastroenterology. The reasons for delays are driven by patient choice, impact of industrial action and complexity of pathways and work is on going to reduce the delays.
- The Trust delivered a British Association Day Case Surgery day case rate of 87% against a target of 85%
- Cancer performance is reported a month in arrears, and June 62 days performance was 69.5% which is consistent with the last couple of months. The performance cancer backlog is currently under pressure due to challenges within Colorectal and Skin. We have built a recovery plan for each speciality to deliver by Q4.

On urgent care

- We have seen significant improvement in our ambulance handover with us reporting our best month in July for the last 14 months with a loss of 1,058 hours ambulance handover delays.
- 4 hr performance has also improved to 66.5%, the last couple of months have seen improvement and we are forecasting further improvements in August.
- Non Criteria to Reside has also reduced to 92 patients waiting for on going support, in July 22 this was 137. We are working with the BSW system to reduce to no more than 80 patients waiting.
- Our urgent care improvement strategy and recent improvements has also been assessed by Stevan Bruijns who is the South West NHS England Clinical Advisor who has strongly complimented our plan.

2. Finance

At the end of July, the Trust is in a deficit position of £7.0 million which is £1.6 million worse than plan. A large proportion of the adverse position is due to costs relating to industrial action of £0.9million. There are a number of financial risks being managed, the most significant being the delivery of the £23.5 million savings target; continued industrial action; an increase in non-pay costs; temporary staffing costs to meet demands in services

Author: Helen Perkins, Senior EA to Chair & Chief Executive	Date: 30 th August 2023
Document Approved by: Cara Charles-Barks, Chief Executive & Alison Ryan, Chair	Version: Final
Agenda Item: 9	Page 3 of 10

and under delivery of the elective recovery programme. The Trust's Improvement Programme is focussing on managing these risks.

3. People

Basics matter - We have defined the basics for staff to include hydration, food, access to rest spaces, access to exercise facilities and we are making progress on all of these in collaboration between the People Team, Strategy Team & Estates and Facilities Team.

Restorative, Just and Learning - Further work is underway to assess the learning from cases and to improve our policy framework for employee experience. A deep dive into issues of violence towards staff, ahead of the Dignity at Work Policy implementation is proving to be effective. The launch event of the new Culture Change Team is planned for the end of August. The RUH Kindness and Civility Week takes place between 12-14th September including drop-in interactive sessions led by RUH colleagues and workshops

Equality, diversity and inclusion - 'Positive action' recruitment processes are being developed to support career progression for those with protected characteristics. The leadership programme for first line managers has been developed with a list of new managers ready to begin the programme soon.

Wellbeing - We are recruiting to the 'four tier' service to prevent and support staff experiencing 'burnout'.

Learning and Development - The LearnTogether platform continues to be developed and we are receiving positive feedback from colleagues. The new support for appraisal and supervision is coming soon.

Workforce Planning - Preparation for the 2024/25 workforce planning round is taking place. The people team has appointed a new Workforce Planning Lead.

4. Industrial Action

The British Medical Association balloted their junior doctor membership who voted to take industrial action from 7.00am on Friday, 11th August until 7.00 am on Tuesday, 15th August 2023. The British Medical Association also balloted their Consultant members who voted in favour of industrial action which occurred from 7.00 am on Thursday, 24th August for 48 hours. Consultant members are scheduled to undertake further strike dates on the 19th and 20th September and 2nd to 4th October 2023.

The Trust, led by the Chief Medical Officer, interim Chief Operating Officer, Chief Nurse and Director for People and Culture put plans in place to respond to the recent industrial action and will be holding debrief meetings to identify any learning. However, it is acknowledged that services are likely to be impacted by this scale of the industrial action.

5. Lucy Letby

On 18 August 2023, Nurse Lucy Letby was convicted of murdering 7 babies and attempting to kill six other infants on the Neonatal Unit at the Countess of Chester Hospital between 2015 and 2016. On 22 August 2023, Lucy Letby was given a whole life term sentence, with no chance of parole. This is a tragic case and our thoughts are with the families and all those affected.

A number of changes have been implemented since that time. The introduction of medical examiners in 2021 has provided independent scrutiny of all deaths not investigated by a

Author: Helen Perkins, Senior EA to Chair & Chief Executive	Date: 30 th August 2023
Document Approved by: Cara Charles-Barks, Chief Executive & Alison Ryan, Chair	Version: Final
Agenda Item: 9	Page 4 of 10

coroner, improving data quality, making it easier to identify potential problems. This autumn, the new Patient Safety Incident Response Framework will be implemented across the NHS which represents a significant shift in the way Trusts respond to patient safety incidents, with a sharper focus on data and understanding how incidents happen, engaging with families, and taking effective steps to improve and deliver safer care for patients.

Last year NHS England rolled out a strengthened Freedom to Speak Up (FTSU) policy. All organisations providing NHS services are expected to adopt the updated national policy by January 2024 at the latest. The Trust is compliant with this policy.

All NHS Trusts have been requested by NHSE to urgently review the Freedom to Speak Up service to seek assurance that staff can speak up with confidence and whistle-blowers are treated well as detailed in the letter in item 22 on the Board agenda. The Trust is compliant, however prior to the Lucy Letby conviction, the Director for People and Culture commissioned an external review of the Freedom to Speak Up service, which is due to conclude by end of September. The recommendations and subsequent actions will be monitored via the Board of Directors and presented to public Board.

It is also important to recognise the additional safeguards that are now in place which provide increased oversight and scrutiny of neonatal outcomes which were not in place at the time of Lucy Letby crimes. The implementation of the Perinatal Mortality Review Tool (PMRT) in 2018 provides a process for a systematic, multidisciplinary, high quality review of care leading up to and surrounding all stillbirths and neonatal deaths. The Board Level Maternity, the Neonatal Safety Champions and Maternity and Obstetric Safety Champions have also created further opportunities for staff to speak up through listening events and walk-about which is shared via the Perinatal Quality Surveillance tool (PQST). The Trust works in collaboration with the Maternity Voices Partnership Plus (MVPP) which contribute to the development of maternity care and improve the quality of maternity care and as part of this they focus on listening to and seeking out the voices of women (birthing people), families and carers using services. The results of the PMRT and PQST are shared with the Board of Directors on a monthly basis to strengthen Board oversight of maternity and neonatal safety, quality indicators and outcomes.

The Trust will continue to evaluate the emerging information and learning following this case and be curious to ensure learning from this case is applied to the Trust.

6. Care Quality Commission

On 27 July, the Care Quality Commission (CQC) undertook a unannounced inspection of Medical Care. The Trust received a letter following the inspection, from the CQC on 9 August 2023 (item 12 on the agenda) to summarise their assessment, acknowledging that the letter does not replace the draft report which is scheduled to be available at the beginning of October 2023.

The CQC provided an overview of their feedback which pertains to:

- They saw a number of committed and dedicated nursing staff, staff spoke passionately of being proud to work with their colleagues and leaders were proud of their teams
- Doctors described a positive culture
- Staffing levels were short with 50 vacant Health Care Support Worker vacancies
- Skill mix was not always sufficient and training provision was not sufficient to meet the numbers of staff requiring training

Author: Helen Perkins, Senior EA to Chair & Chief Executive	Date: 30 th August 2023
Document Approved by: Cara Charles-Barks, Chief Executive & Alison Ryan, Chair	Version: Final
Agenda Item: 9	Page 5 of 10

- Documentation was not always completed which mainly focussed on recorded pain scores and incomplete fluid charts
- Combe ward environment was noted to have a bright and airy day room and there was evidence of arts and crafts being undertaken with patients, however other wards had limited space, a lack of storage and an ageing estate which impacted the patient experience with a lack of day rooms and space to undertake rehabilitation
- Controlled drugs were not always totalled as per Trust policy
- Patient records were not always stored securely.

The CQC thanked the Trust for the help in facilitating the inspection and for the cooperation that they experienced from our staff.

The Trust has commenced an action plan in response to the letter which will be enhanced on receipt of the final report.

7. RUH Photographs Chosen for Prestigious 75th Birthday Exhibition

Two moving photographs from RUH staff were featured in a prestigious national exhibition, celebrating the 75th birthday of the NHS. Ahead of the NHS reaching the historic milestone on Wednesday, 5th July, staff across the country were invited to submit photographs that capture what makes our health service so special.

RUH Family Liaison Facilitator Mims Yacomeni and Biomedical Scientist Jenny Potaszniuk were chosen to have photos included in the gallery, on display at Fujifilm's House of Photography during July and August.

Mims entered a moving photograph of the entwined hands of a husband and wife, who were reunited when they were being cared for at the RUH on different wards. Jenny's picture represents the sharing and learning that takes place between colleagues in the labs, where work may go unseen but is essential to care.

8. Additional Support for Visually Impaired Hospital Patients

Visually impaired inpatients at the RUH will now benefit from additional support and equipment during their stay. The new initiative is being led by the family of Bob Brown, who was blind and who spent the last few weeks of his life in hospital in the south of England.

Bob spoke of how isolated and alone he felt during his stay in hospital, so his family decided they wanted to do something to help other people in a similar position – and the Bob's Boxes project was born.

Thanks to the fundraising efforts of Bob's family, the RUH, daughter Becky's local hospital, has received three new boxes stocked full of useful equipment to make hospital stays more comfortable for people with visual impairment.

The boxes contain things like a talking clock, which tells the time and date at the push of a button, a digital radio, a non-slip cupholder and a device for recording voice messages.

9. Ensuring Vulnerable Patients Get the Care and Support They Need

A new strategy is being developed by the Trust to ensure that patients who need additional care always get the care and support they need at the hospital.

Author: Helen Perkins, Senior EA to Chair & Chief Executive	Date: 30 th August 2023
Document Approved by: Cara Charles-Barks, Chief Executive & Alison Ryan, Chair	Version: Final
Agenda Item: 9	Page 6 of 10

The aim of the new Vulnerable People Strategy is to make sure that vulnerable patients receive care and support specific to their individual needs from the moment they arrive at the RUH until they leave, as well as any aftercare they may need once they have left hospital.

For the first time this new strategy will clearly set out what our patients with additional needs can expect from the RUH and our commitment to them as individuals. It will build on the positive work already being done and recognise and act on what more can be done to continue to improve our services.

A key part of developing the strategy is a survey, which patients, local people, RUH partner organisations and local community and volunteer groups have been asked to complete.

10. RUH Consultants Warn of Dangers of Swimming While Wearing Contact Lenses

Eye specialists from the RUH have warned of the dangers of swimming or showering while wearing contact lenses, which can lead to sight threatening infections.

Following a reduction in the number of cases of cornea infections seen during the COVID-19 pandemic, consultants are now seeing a rise in cases, back to pre-pandemic levels. Cornea infections, or microbial keratitis, can occur when the cornea, which is the clear window at the front of the eye, becomes infected, and can be caused by bacteria, fungi or parasites. These cornea infections are much more common in people who wear contact lenses, particularly those who use extended-wear lenses.

People who swim or shower while wearing contact lenses run the biggest risk of contracting an infection, which in extreme cases can lead to a loss of sight.

Symptoms of infections can include blurry vision, eye pain, red eyes, watering from the eye, increased light sensitivity and the feeling that there is something in the eye.

11. Three Specialities at RUH Bath now Offering Robotic Surgery

Operations in three different specialities have now taken place at the Trust using its new surgical robot.

The RUH carried out its first gynaecology oncology and radical prostatectomy surgeries earlier in July. This follows its first ever colorectal operation using the technology in June. This means that the RUH now has three specialities that can operate on the people it cares for with greater precision, and perform complex procedures with minimal access, while ensuring the highest levels of patient safety.

This is part of the commitment that has been made across the local area to invest in the latest technology. Great Western Hospital in Swindon has also recently completed its first robotic surgery, with Salisbury NHS Foundation Trust set to follow later this year.

12. Certificates of Bravery for Young RUH Patients

Young patients undergoing surgery at the RUH are being presented with certificates in recognition of their bravery.

The initiative is the idea of Claire Bracey, Operating Department Practitioner, who wanted to help reduce anxiety in the ENT & Maxillofacial surgery's paediatric patients and make coming to the hospital a more positive experience for them.

Often the certificates are for being brave but can also be for something more personal, such as being a good big brother or sister, achieving a high score on a computer game or being on their school team.

13. RUH Membership

We are always actively seeking new members to help us shape the future of the hospital and directly influence the development of our services for the better. Membership is completely free and is a great way to show your support for the RUH. There are three different levels of involvement for you to choose from. Simply sign up here:

<https://secure.membra.co.uk/RoyalBathApplicationForm/>

14. 2023 Governor Elections

Throughout July our members had the chance to put themselves forward for election to the RUH Council of Governors. Voting is open from 21st August until 5pm on 14th September and as of 25th August only 4.54% of members have voted. It is incredibly important that you make your vote count and we strongly encourage every eligible member to take this opportunity to have your say.

If you have any questions or are unsure whether you are eligible to vote please contact the Membership Office on 01225 821262 or via email at RUHmembership@nhs.net.

15. 2023 Annual General Meeting

This September Trust will be holding its first face to face Annual General Meeting combined with Annual Members Meeting since the beginning of the Covid-19 pandemic:

Date	Time	Location
Wednesday 20 th September	Refreshments from 4:30pm	Apex City of Bath Hotel, James Street West, Bath, BA1 2DA

This year's AGM will mark the relaunch of our popular Caring for You events with presentations on our brilliant Hospital at Home Service and Da Vinci surgical robot which uses cutting edge technology to perform complex procedures with greater precision. The robot was generously funded by RUHX and will be great for the future of our community – we're really proud of our teams who have worked tirelessly to make this happen and look forward to telling you all about it. Make sure you secure your seat:

- Website: <https://RUHAGM23.eventbrite.co.uk>
- Phone: 01225 821262

16. Senior Management Appointments

The Trust has appointed two Deputy Chief Nurses following a selection process on 25th and 26th April 2023. Olivia Ratcliffe who is currently Divisional Director of Nursing for Family and Specialist Services at the RUH was appointed along with Jason Lugg who joined the Trust on 14th August 2023 from Royal Devon University Healthcare NHS Foundation Trust where he was the Director of Nursing (Northern Services).

Following a rigorous recruitment process on the 8th & 9th June 2023, the Trust has appointment Paran Govender as its new Chief Operating Officer.

Paran, who will start at the RUH on Monday, 2nd October, joins the Trust from Guy's and St Thomas' NHS Foundation Trust, where she has been based for the last four years. Paran has worked at a number of NHS organisations, most especially King's College NHS Foundation Trust where she held a number of roles over her 18 years with the Trust.

Paran brings with her extensive clinical and leadership experience as an Occupational Therapist, Chief Therapist and Director of Operations and Partnerships in South East London. Paran is a respected leader focussing on clinical pathway redesign, operations, system wide transformation and strategic development. Driven by her commitment to make a positive difference, Paran has successfully built collaborations to design and deliver a range of services to the diverse community served and is looking forward to joining our team to deliver outstanding care for the people in our community.

The Trust has appointed two Deputy Chief Medical Officers following an interview process on Monday, 21st August 2023. Ms Sarah Richards, Clinical Lead for General and Emergency Surgery, Consultant in Laparoscopic Surgeon and Interim Deputy Chief Medical Officer at the Trust was appointed along with Dr Reston Smith who is currently Divisional Clinical Director; Anaesthesia, Surgery, Critical Care and Renal (ASCR) and a Consultant in Intensive Care Medicine at North Bristol NHS Trust. Start dates for both roles are yet to be confirmed.

17. Consultant Appointments

The following Consultant appointment has been made since the last report to Board of Directors:

Dr Jessica Spaull, Specialty Registrar 8 at Gloucestershire Hospitals NHS Foundation Trust was appointed to the post of Consultant Paediatrician on 3rd July 2023.

18. Use of Trust Seal

The Trust seal was used on the 10th July 2023 for the Deed of Variation in relation to an agreement for laboratory services (Lot 8 services – POCT blood gas analysis) and service transfers for interim solution.

19. Chairs Update

During the last two months I have spent a considerable amount of time, as Chair of the Members Board of Wiltshire Health and Care, and also the Acute Hospital Alliance, working with colleagues in the system to create a sustainable and developmental pattern for our future health services. We are faced with short term difficulties but also need to look to the longer term to reform the financial and structural arrangements which currently lead to patients being treated too late and at the most expensive arm of the NHS rather than being supported better, earlier and cheaper.

In addition, I was honoured to attend the celebrations around the creation of the Bath National Pain Centre. This unique quaternary service which helps patients from all over the UK with intractable pain was originally part of the RNHRD and transferred to the Combe Park campus in 2020. Patients stay on site for a couple of weeks at a time in their own bed sitting rooms with a beautiful adapted garden and are taught the coping regimes – both physical and psychological – that allow them to live full lives despite the pain which they endure. Increasing numbers of these patients are younger people whose pain results

Author: Helen Perkins, Senior EA to Chair & Chief Executive	Date: 30 th August 2023
Document Approved by: Cara Charles-Barks, Chief Executive & Alison Ryan, Chair	Version: Final
Agenda Item: 9	Page 9 of 10

from otherwise successful cancer treatment and they spoke very warmly of the transformation in their lives provided by the course.

Author: Helen Perkins, Senior EA to Chair & Chief Executive	Date: 30 th August 2023
Document Approved by: Cara Charles-Barks, Chief Executive & Alison Ryan, Chair	Version: Final
Agenda Item: 9	Page 10 of 10